

November *NATION'S* 1945

# *BUSINESS*



- ★ A BRITON EXPLAINS ENGLAND'S NEEDS
- ★ TEN CLUES TO THE PRESIDENT'S PLANS
- ★ WHAT WORKERS WANT MORE THAN MONEY



**PULLMAN-STANDARD PRESENTS**

# *The Cafeteria Car*

*Where Thrift and Hospitality Meet*



IN surroundings of modern beauty and pleasant hospitality, you'll feel at home to choose a feast or a snack in this *Cafeteria Car*, brought to its finest development by Pullman-Standard. It features many new ideas in self-service efficiency. Tables and seating arrangements follow the principle of *comfort first*. Here is a new meal-time temptation—a new travel experience—to match the latest and best accommodations on America's fine, new Pullman-Standard-built trains.

Your mind turns at once to Pullman-Standard when you think of the newest, safest, most comfortable passenger cars in existence today. You naturally associate this name with the greatest progress in travel comfort—the creation of the Streamliner—a progress which has given American railroads world leadership. The superiority of Pullman-Standard is even more noteworthy in pioneering the most advanced program for greater passenger enjoyment in the days ahead. *Pullman-Standard is the world's largest carbuilder, because it builds the best.*

## *Pullman-Standard*

CAR MANUFACTURING COMPANY

CHICAGO - ILLINOIS

Offices in seven cities... Manufacturing plants in six cities

*World's largest builders of modern streamlined railroad cars*



The eye-appeal of appetizing dishes is set against a background of gleaming glass, stainless steel and immaculate new equipment, at the food counter of this ultra-modern *Cafeteria Car*. This is the third new conception for dining cars engineered by Pullman-Standard for trains soon to be in service... a worthy addition to the great series of newly designed cars, which includes:

*Threedex Coach... Club-Cinema Car... Day-Nite Coach Junior Club Car... Living Room Car... Grillroom Car Casino Car... and the Convertible Coach Lounge*

**Protect your future—buy Victory Bonds**





## Marriage by Electronics

*A typical example of B. F. Goodrich development in rubber*

THE ELECTRIC current used to light your home alternates back and forth in the wires 60 times a second. In radio waves the electricity used changes its direction *millions* of times a second. Using these radio waves (electronics), scientists found they could produce *heat*, right down at the center of an object in a matter of seconds. With electronic cooking, bread might be baked without crust, in a cool oven.

Then scientists discovered that electronics could be used to cause *chemical* changes such as vulcanization of rubber. In vulcanizing, what happens is

that molecules of *raw rubber* and *sulphur* are "married"—joined together to form a tougher, more elastic substance. Heat is usually used and the process has always been rather slow.

Now a new high-speed electronic method of vulcanization is beginning to be used. B. F. Goodrich is perfecting the process. This process makes the molecules join together in minutes instead of hours. Products are more uniform. Costs are reduced.

The new process has already been tried on a variety of products. Some of them may be cured in  $\frac{1}{8}$  the time taken by the old method. (In the pic-

ture a small rubber part is being vulcanized in electronic waves that change direction 40 million times a second.) Many future products made by B. F. Goodrich, probably including tires, will be vulcanized by this method.

The research on this discovery being carried on at B. F. Goodrich is typical of the constant search for new ways to make tires better and at lower cost. *The B. F. Goodrich Co., Akron, O.*

*Truck Tires* BY  
**B. F. Goodrich**

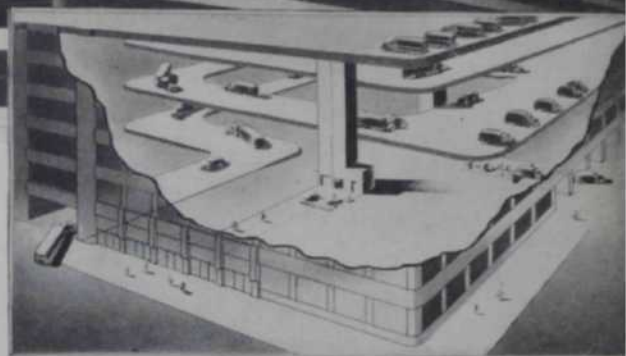


# *This Building will have a Highway on Every Floor!*



THIS IS A DRAWING of the "Interstate Commerce Center", to be erected in downtown Manhattan by the Tishman Realty and Construction Company. Thirteen stories high, covering four square blocks, it will have a continuous 32-foot wide highway connecting every floor!

Here is built-in transportation in its most modern form—planned to take full advantage of the flexibility of motor transport.



Architect's sketch of interior showing highway connecting each floor. A loading platform to accommodate 23 Trailers will be provided on every floor.

A Truck, pulling a Trailer, will go direct from the street to any floor, "drop" the Trailer at the loading platform on that floor, couple up to a loaded Trailer—and will be on the street again in a matter of minutes.



Alert manufacturers, distributors, wholesalers, warehousemen and others who are intensively studying methods of making motor transport fit more closely into their businesses,

will hail this type of planning.

Experience has proved that by gearing Trucks and Trailers with production and distribution, a business can be operated with greater efficiency and at much lower cost.

If you are altering or building, consult your Traffic Manager! He can help tremendously.

Your Architect, too, is alert to the importance of providing adequate facilities for motor transport—and should be on your planning committee.

These specialists, working together, are certain to improve the efficiency of your operation.

World's Largest Builders of Truck-Trailers

**FRUEHAUF TRAILER COMPANY**  
DETROIT 32, MICHIGAN

Service in Principal Cities

*Fruehauf Trailers*



*Engineered Transportation*



# "Hello Mom, It's Me!"

Of all the Long Distance calls these days, there is none that brings more joy than — "Hello Mom, it's me!"

We think those who stand aside in the evening so that service men can get their calls through faster have a very real share in the happiness that is going over the wires.

That goes, too, for those who limit their calls to five minutes when the operator requests it.



**BELL TELEPHONE SYSTEM**

Listen to "The Telephone Hour" every Monday evening over NBC





**IT'S MORE  
IMPORTANT**



**to know where you're  
losing money than  
to know where  
you're making it**

*Send for Particulars*

**YOU'VE GOT TO SPEND MONEY TO MAKE MONEY**

**GEORGE S. MAY COMPANY**

*The World's Finest Business Engineering*

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San Francisco 4

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Montreal, Quebec, Canada

**OFFICES IN OTHER PRINCIPAL CITIES**



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NO. 11

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Cover painting by Charles De Feo

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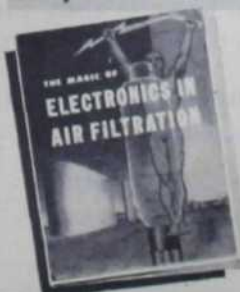


OFFICE BUILDINGS, banks, department stores, theatres, libraries, drug stores, business houses of all kinds—from one end of Main Street to the other—are recognizing the importance of *clean air* in their establishments. Economically, *clean air* is saving millions of dollars annually by reducing building upkeep—more millions in reducing merchandise spoilage.

Costly dust, soot and smoke need not be tolerated! The factual booklet shown below will be helpful to you in overcoming your dirty air problems.

**AA Electronic**  
**AIR FILTRATION**

May We Send You This Book?



Of particular interest for—  
FOOD PRODUCTS  
TEXTILES • HOSPITALS  
DEPARTMENT STORES  
BACTERIA CONTROL  
AIR CONDITIONING  
PUBLIC BUILDINGS

AMERICAN AIR FILTER CO., INC.

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**T**HIS huge ball holds Butadiene, one of the principal ingredients of synthetic rubber . . . rubber that will stretch, rubber that will take the wear and tear of the road, rubber that will bounce!

Cold put it there and Cold keeps it at the proper temperature until it is needed for processing into rubber.

In Louisiana, at the new Lake Charles refinery of Cities Service Refining Corporation, raw materials for Butadiene flow into the plant at an average temperature of 110°F. During the process they must be chilled to an average temperature of 10° or 15°F.

To accomplish the gigantic task, York engineers were called upon to build the world's largest refrigeration unit . . . one that has

the same refrigeration effect as a block of ice weighing 3,450 tons melting every twenty-four hours! Day in and day out that unit is on the job helping Cities Service Refining Corporation produce an important part of the nation's synthetic rubber.

### *Engineering Resourcefulness in Peace*

*American ingenuity and teamwork were called upon to meet the rubber crisis. And now, in a peacetime world, the same kind of engineering resourcefulness will enable York and the rubber industry to continue to bring mankind the benefits of better rubber . . . better refrigeration . . . better air conditioning.*

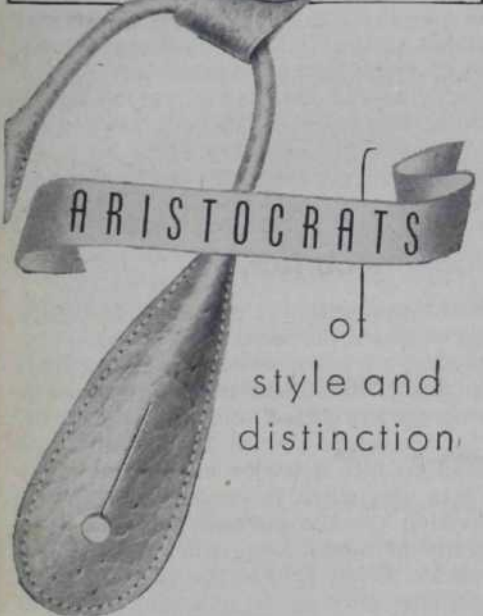
York Corporation, York, Pennsylvania.

**YORK** *Refrigeration and Air Conditioning*

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885







ARISTOCRATS  
of  
style and  
distinction

Here is a suspender for you — so comfortable you don't know it's on — so sure it never skids off. Only Paris Free-Swings have an exclusive swivel action back that moves with every motion, gives with every gesture—"Can't skid off your shoulders." Ask for All Elastic Paris Free-Swing Suspenders, \$1.50 to \$3.50. Also wear Famous Paris Belts and Paris Garters—at fine stores everywhere.  
A. STEIN & COMPANY  
Chicago • New York • Los Angeles

P A R I S

Patented Free-Swing Rotary Action Back  
Free-Swing Suspenders  
Can't skid off your shoulders

# NB Notebook

## Thanksgiving

ONE of the greatest industrial achievements of all time ended on Oct. 1 when the Automotive Council for War Production was formally dissolved. In five years of cooperative teamwork the 645 member companies produced at least 25 per cent of the entire national output of weapons and matériel—in all some \$29,000,000,000 worth.

William S. Knudsen issued the call to the colors on Oct. 15, 1940. Ten days later in a vacated Detroit grocery store a team called the Automotive Committee for Air Defense was organized. Shaped by Gen. James H. Doolittle, this team brought together an exhibit of "bits and pieces" of bombers from which the automotive production engineers could pick the items they felt their companies could make. The nation was so short of aircraft that these bits were salvaged pieces.

The War Engineering Board followed this start and, in the closing hours of 1941 after the Pearl Harbor attack, the Automotive Council for War Production was formally launched—a team of volunteers unhampered by rules and flexible enough to meet every emergency as it arose.

Under the Council's charter, the team was to disband when the goal had been attained, and now back the members go, in the words of Alvan Macauley, their president, to the "lively competition by a free and enterprising people which played such a powerful part in our country's rapid growth toward leadership among the nations."

And we append Mr. Macauley's closing remarks as a fitting thought for the day we are to celebrate.

"We join our prayers of thanksgiving with those of our fellow countrymen that this frightfully destructive period has drawn to a close. It is our hope that we may perform our productive and constructive parts in a period of peace and prosperity which, we pray, may become the enduring pattern of human life."

## Follow the leader

MUCH has been made of the small manufacturer's handicaps in the way of restricted and expensive financing, his

lack of adequate records, selling and promotional shortcomings, and ways have been proposed to remedy all of these deficiencies. A move gaining some favor is the suggestion for setting up a government bureau which would provide the same service for small business that farmers now get through the Department of Agriculture.

However, the reconversion period puts the finger on one of the chief difficulties of the small producer. He is accustomed to "follow the leader," and, if his big competitors haven't offered their new designs, then he is rather in the dark as to how to proceed. He can't start up on the old stuff as it may prove to be outmoded and his customers don't want to take chances either.

There are plenty of enterprising small manufacturers, of course, who don't have to follow the lead of their big competition. In fact big competition often enough has followed their lead. With the rank and file, however, the story is different. As long as there is a ship in sight their navigation is all right.

## Atom and industry

WHEN Albert Einstein came to this country in 1933 he was interviewed by William L. Laurence, science news reporter on The New York Times. After the interview Dr. Einstein asked a friend, "Who was that man?"

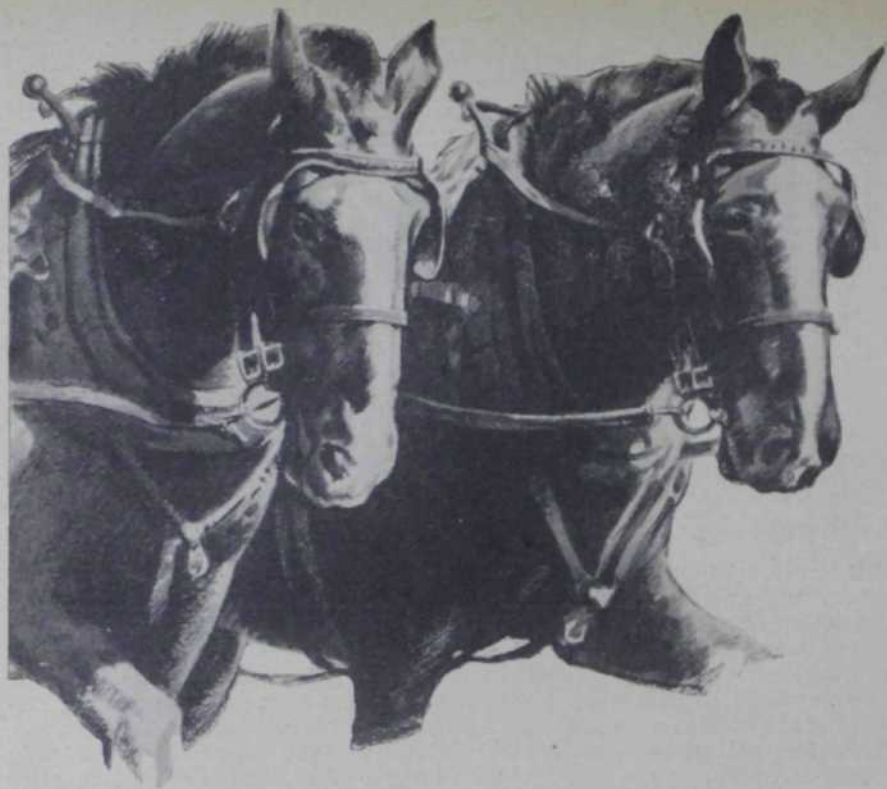
A journalist, he was told. "Impossible," the doctor said. "He knows too much."

Laurence scooped the press of the world on Uranium-235, source of the Atomic Bomb, and the War Department picked him to tell the story of that tremendous event in world history, as most folks know by now.

There have been articles galore on atom power and its possibilities in industry, but perhaps you are interested in what Laurence sees as he gave it first hand to your annotator. The first impact upon industry will be in the shape of new apparatus, new machines and new products which never existed before and were developed to release the atom. Metals will be purer than ever known, and the steel industry may be revolutionized. The same for oil refining.

Coal, oil and water as sources of pow-





## The hardest working horses in the land!

**T**HERE'S no form of land or air transportation which gets *so much work* out of *so little horsepower* as your railroads.

Here's what we mean: To carry a ton of freight by plane requires, on the average, a pull of 100 horsepower. A highway truck needs about 15 horsepower for every ton hauled. But, to move a ton of freight by *rail* requires only 2 horsepower!

No wonder the railroads are carrying 75% of the Nation's total freight . . . moving thousands of tons of raw materials and manufactured products at an average rate of *less than 1 cent a ton mile!*

# Erie Railroad



er, are not jeopardized because harnessing atom power, though feasible, is not commercially practical at present. However, \$1,000,000,000—half the sum which went into perfecting the bomb would bring many industrial processes to completion and a couple of years would see the work done.

And with a bow to Mr. Wells, a trip to Mars is decidedly within the range of possibilities!

### Going to customers

IN THE early days, retailing was mostly peddling. The wagon dealers brought their wares to the pioneers. A modern twist, harking back to colonial days, is now developing.

The big department stores are pushing their branches into the suburbs and, by 1950, it is estimated that 300 of the largest may have from 2,000 to 3,000 units. Other big retailers are also following their customers into the hinterland and away from the congested centers.

In San Francisco, City's Associated Food Distributors plan to use walkie-talkie communication between the door-to-door salesman and supply trucks stationed at appropriate locations so that what the salesman doesn't have in his basket can be obtained quickly from the truck. If the truck doesn't have what is wanted, the delivery is to be made by motorcycle from the main store itself.

### Prior prefabrication

MASS production of prefabricated housing on much the same lines as mass production of automobiles seems to offer no great difficulties now that building controls are lifted and yet one of the biggest companies in the country ran head on into a major hurdle not many years ago when it organized a special division for the purpose and put up a group of model homes in a New York suburb. What caused the collision were building ordinances requiring local installation of the various service features, such as wiring, plumbing, etc. which were to be pre-incorporated, of course, in the fabricated structure.

Builders and building workers, in short, had already done some prefabricating of their own to protect local industry. The company had to abandon its plan.

How far prefabricated housing can get in metropolitan centers which have similar ordinances is not too clear. Borg-Warner, for instance, intends to produce a central service unit which will comprise heating plant, bathroom, kitchen sink, laundry, refrigerator and cabinets. It will just slide into the center of the dwelling—and there you are.

There you are, of course, if the code on the books of the community permits.

### Advertising Council

THE WAR Advertising Council has now provided the details of its peace pro-



gram through which it intends to support public service campaigns with a volume of space and time equivalent to \$30,000,000 a year. These campaigns, the Council explained, might embrace public health, the free exchange of goods, conservation, adequate housing, thrift, international good will, veteran problems, accident prevention, national funds and emergency problems.

"The War Advertising Council had had but one purpose," its directors explained, "to help win the war. Yet in the doing, by almost a happy accident, it hit upon the best public relations plan for business which has ever been devised. . . . Almost unnoticed, a revolution in business public relations thinking has taken place. Business which formerly told the public 'What helps business, helps you,' is now, in effect, demonstrating to the people that what is good for the public welfare is good for business."

Within the inner circles of the Council before the program was announced there was considerable head-shaking about how to avoid controversial matters once the war was over. To surmount this hurdle the Council has decided that "a public question shall be deemed to have passed from the stage of public controversy whenever a national course of action has been charted by either (a) An Act of Congress which becomes law, or (b) A vote of three-fourths of an Advisory Committee of informed, judicious and public-spirited leaders of opinion, selected to represent the public."

From Jan. 15, 1942, to Aug. 14, 1945, the Council directed 100 different home front campaigns for which more than \$1,000,000,000 was contributed in space and time. In its own words, therefore, "it seems entirely reasonable and practical to set as a future goal a volume of anywhere from ten to 25 per cent of the wartime volume."

### Good enough

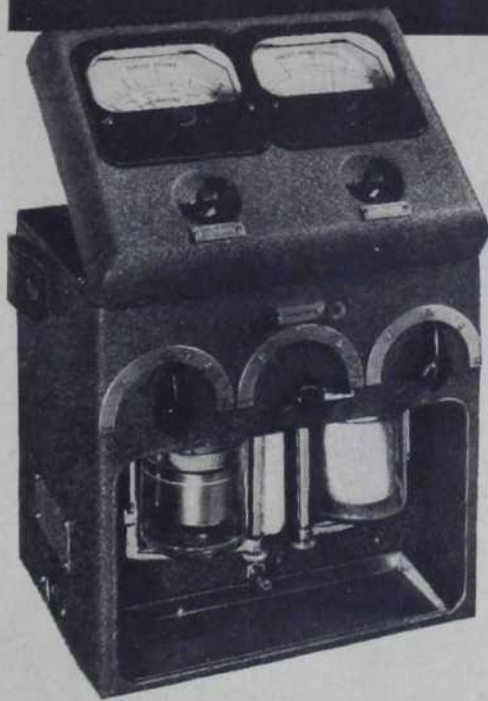
ONE of our leading industrialists who returned recently from an inspection trip to England was not greatly impressed by the changes which would make for stiffer international competition, despite the things which were learned in the war effort and the great pressure which is being exerted to improve manufacturing methods. He found little, he said, that we could learn from them and much that they could learn from us.

It might be imagined, though, that the Labor Government in England would get busy about throwing out many traditional methods of doing things which boost costs and hold down wages. There have been indications that something of the sort was brewing to achieve the 50 per cent expansion of exports upon which the country bases its hope of economic salvation.

Not so, said our touring industrialist. "Just as long as the British workman believes he is 'quite all right' and is by long custom inclined to follow in his father's footsteps, just so long will the

# How many dollars... do your furnaces BURN?

YOU CAN FIND OUT IN A FEW  
MINUTES WITH THE INDUSTRIAL  
HEAT PROVER



This unique instrument indicates simultaneously the percentage of unburned fuel and oxygen present in flue gases . . . and it does it in just a few minutes.


With this data the Cities Service engineer can show you at once how to *save* on fuel costs, and what this saving will mean to you each year in dollars and cents.

The Cities Service Industrial Heat Prover has been used successfully with every kind of fuel and with every type of combustion equipment in this country.

Also used successfully for controlling furnace atmospheres in the heat treatment of steel.

For information leading to a demonstration on your own equipment, contact Cities Service now.

MAIL THIS COUPON

TODAY 

Cities Service Oil Company  
Room 507, 70 Pine Street, New York 5, N. Y.

Gentlemen: Please send me further information on the Cities Service Industrial Heat Prover—at no obligation to me.

Name.....

Title.....

Company.....

Address.....

City..... State.....

(Available only in  
Cities Service Market-  
ing Territories East  
of the Rockies)





**IN BURMA**

THIS IS THE PIPE  
THEY USED  
TO SMOKE

TODAY IT'S

**LHS STERNCREST STERLING**

IN BURMA, OUR

AND EVERYWHERE  
BOYS HAVE GONE

Now, HOORAY,  
they're coming back  
again—puffing on those  
mellow LHS's. And you  
can be too, because more and  
more of these fine pipes are going  
into civilian channels. Though your  
dealer might not have all models  
on hand now—you can still be  
assured of an ever increasing  
selection of pipes that are of pre-  
war quality and workmanship.

**\$5**

Model No. 53  
Antique Finish  
Sterling Silver Band

**IMPORTED BRIAR**

Dozens of other handsome mod-  
els in Plain and Antique Finish.

LHS Sterncrest 14K . . . \$7.50  
Specially selected briar, 14K gold band.

AT ALL GOOD DEALERS

FOR SOLID COMFORT  
**LHS PIPES**

Write for "Pointers on Pipes"—it's FREE.

L & H STERN, INC., 56 Pearl Street, Brooklyn 1, New York

zip be missing in any ambitious plans for industry. In this country a man who elbows his way past his fellows and changes jobs until he figures out he has the right opportunity, is recognized as a man with initiative. He wants to get places and frequently does. In England he would be violating the rules.

### Sermonizing wanes

STUDY of house magazines these days (they used to be house organs) emphasizes how times have changed for the editors. Not so many years ago it took hard digging to fill up the modest publications and not a little filler included sermonizing along rather trite lines.

Today the editor not only has a wealth of material in the social facilities of his organization, he often has a laboratory to visit from which will come reports of the march of science in industry. Thus, an unsigned writer in the Westinghouse *Newsfront* describes the new molecular marvel "silicone." Another writer lets Bill Pitz show him how he can bend a two-inch thick steel bar with one finger. The recording machine registers a deflection of one-five thousandth of an inch.

During the war the number of house magazines jumped to around 6,000. There have already been many casualties among what are called the "internal" type which were used for morale building in aid of the war effort but the "external" type of magazine which goes to dealers, stockholders and others outside the organization is expanding in number as its sales-making possibilities are uncovered.

### Trouble from figures

URGING that his professional brethren develop their understanding of public interest in these trying times and turn a more receptive ear to new economic concepts of the sound type, Edward B. Wilcox, a partner of Edward Gore & Co., Chicago, and a vice president of the American Institute of Accountants, gets to a basic contribution that accounting offers.

In the *Journal of Accountancy*, publication of the Institute, he writes:

"These causes of war feed on obscurity and deceit in financial representations, but they can be made to perish in the light of honest publicity. The public accounting profession can deserve and inspire confidence that its professional opinions are independent and trustworthy between nations, between capital and labor, between governments and their people. It can provide services which will promote harmony, inspire confidence and facilitate adjustments and agreements."

Mr. Wilcox believes, in short, that, when the figures are right, a lot of trouble and friction disappear. Family squabbles are far less frequent when a good budget plan is working. He would apply the same principle to government and to the family of nations.

Keep on Buying  
Victory Bonds



# Journey into TOMORROW

*This is not just a picture of a boy and girl going off to school. This is a picture of American youth journeying into the future.*

*Journeying eagerly and unafraid, knowing not what's coming but happily and healthily confident they will be equal to it.*

*And they do not walk alone.*

Looking forward to coming things, we too see a future for America eagerly to be faced.

We see a world made hungry for the good things of life by years of concentration on war and its destruction.



Men of science are moving forward with new methods and improved products. Turned to the uses of war, peace-built techniques proved valuable beyond all words to our fighting men. And with the return of peace, ever-better ways of doing things will result in a flood of new benefits to mankind.

From all this will come opportunity in many forms.

Opportunity to build the many things the world cries out for.

Opportunity for good wages for those ready to earn them.

Opportunity to continue the forward drive which brought your present General Motors car to its high state. The same sort of year-by-year progress that gave even the lowest priced cars the smoothness of Knee-Action, the beauty of Body by Fisher, the security of turret top and steadily increasing economy, power and efficiency in their engines.

Plainly, no one can tell these youngsters now what their future cars will be like. Nor their homes, refrigerators, radios and such.

But they don't need to worry about that.

For in this land, where nothing has long halted the steady march of human progress, tomorrow will be better than today.

And General Motors, holding steadfast to its purpose of building "more and better things for more people," will do its full part to see that it is.

## GENERAL MOTORS

MORE AND BETTER THINGS FOR MORE PEOPLE

CHEVROLET • PONTIAC • OLDSMOBILE • BUICK  
CADILLAC • BODY BY FISHER • FRIGIDAIRE  
GMC TRUCK AND COACH • GM DIESEL

Every Sunday Afternoon  
GENERAL MOTORS SYMPHONY OF THE AIR  
NBC Network

**KEEP  
AMERICA STRONG**  
★  
*Buy Victory Bonds*



# How Levelcoat<sup>\*</sup> was born

Time: Spring of 1940. Place: Kimberly-Clark mill.

"That's it, we'll call it Levelcoat," they agreed as they stood admiring the first run of this revolutionary new paper. Here was a printing paper to fill a long felt need. Here was a machine-coated paper with the smoothness and beauty of more costly coated papers.

As pioneers in the field of machine-processed papers, it was natural that the men in Kimberly-Clark should develop these improved machine-coated printing papers—called Levelcoat. Years of exhaustive scientific research and experiment brought about a formula for a richer, whiter, more even coating . . . and the method of applying it did the trick! This made possible a process that produced papers which excelled in printability and readability.

Thus Levelcoat was born. And since then the name Levelcoat has come to mean finest-quality papers to printers, advertisers and buyers.



**KIMBERLY  
CLARK  
CORPORATION**

NEENAH, WISCONSIN

*Levelcoat*<sup>\*</sup>

PRINTING PAPERS



\* TRADE  
MARK





## Lower the Weight ... and *Strengthen* the Product

Modern designers have shown the way. Freed of old restrictions, they now obtain extra strength without extra bulk. They're building lighter, yet stronger, products — engineered for *function alone* — with trim, uncluttered design. They're getting better performance, of course. But they're also cutting manufacturing costs through the use of the newest tools of fabrication — *welding electrodes*.

Advancements in welding metallurgy have been rapid during the past few years. And it is not surprising that so many outstanding developments in welding electrodes should originate here at P&H. For in addition to being one of the largest makers of welding equipment, P&H is also one of the world's largest users in the manufacture of overhead cranes, excavators, hoists and other all-welded equipment.

In the period ahead, hundreds of products will be re-designed to take advantage of all-welded construction. And they will all benefit through the use of welding electrodes — not surpassed as a production tool. Those who use or contemplate the use of arc welding can profit through the unique maker-user experience of this organization. Let P&H welding engineers help you. Write us.

**Manufacturers of**

**P&H**  
**HARNISCHFEGER**  
 CORPORATION

Overhead Cranes • Electric Hoists  
 Excavators • Welding Positioners  
 Arc Welders • Welding Electrodes

MILWAUKEE 14, WISCONSIN

HOISTS • WELDING ELECTRODES • MOTORS **P&H** EXCAVATORS • ELECTRIC CRANES • ARC WELDERS



# So you'll be safer

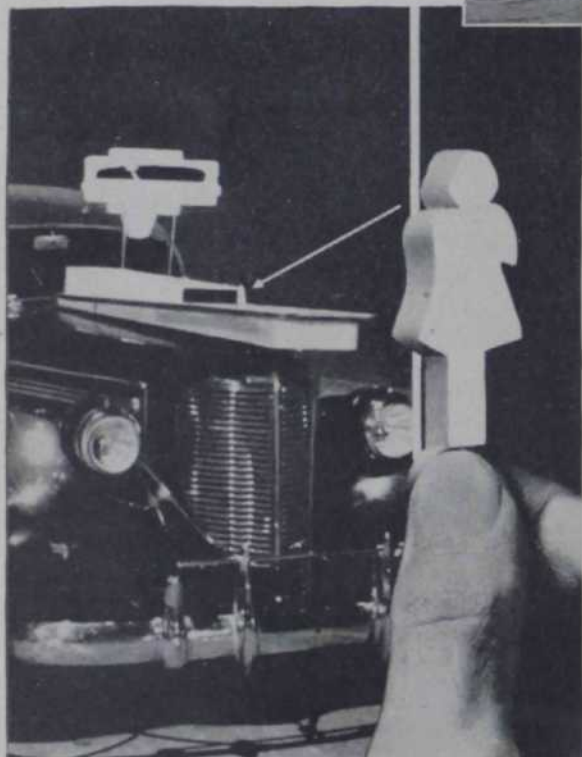


Radar will make travel safer. General Electric scientists are working along these lines. Among many other G-E developments are better street lighting, which reduced night traffic accidents in one city 93 per cent in ten months...a tiny gage which prevents accidents to workers around cranes...a new hay-drying system that helps prevent farm fires caused by storing wet hay.

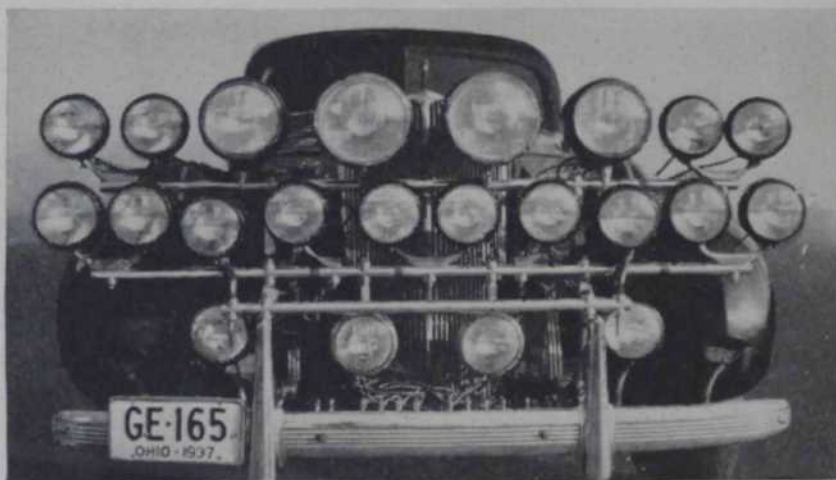
Working on developments such as these, G-E engineers and research scientists are helping to make life safer for you. *General Electric Co., Schenectady, N. Y.*



**Radar prevents collision.** This actual photograph taken on the bridge of the "American Mariner," U. S. Maritime Service Training Ship, shows General Electric's new peacetime radar Electronic Navigator helping plot a safe course. The officer is looking at the G-E Navigator's radar screen, which shows him the position of the ship and the objects around it. On ships or planes, in fog or darkness, radar will warn pilots of unseen hazards.



**2-inch doll saves lives.** Central character of an ingenious apparatus to test street lighting is a tiny doll that represents the average pedestrian as seen at a distance. The complicated device measures visibility and glare. It was devised by General Electric engineers to help make streets and highways safer for night driving.



**Bug-eyed auto** was the car used in development of G-E Sealed Beam headlights adopted by the automobile industry. The Sealed Beam headlights give more and safer light. Tests show that the average G-E Sealed Beam lamp gives 99 per cent as much light near the end of its life as it did when brand new. About 45 lamps of Sealed Beam type have been developed by General Electric for the Army and Navy.

*The best investment in the world is in your country's future.*

KEEP ALL THE BONDS YOU BUY

**GENERAL  ELECTRIC**





## HOW ANOTHER SMALL BUSINESS TOOK ROOT IN ALUMINUM

One evening last January a soldier sat on the curb of Ponce de Leon Avenue in Atlanta ruefully holding a broken crutch. His buddy ministered to scratches incurred in falling.

Driving home, Major Lawrence P. Cox, U.S.A., retired... World Wars I and II... stopped and took him to a hospital. Crutches shouldn't break like that, ought to be more dependable, thought Major Cox. And he started *Imagineering*... let his imagination soar, engineered it down to earth, and came up with a better, safer, *aluminum* walking aid that...



## won't let the boys down

Short, it fits under the elbows. No armpit soreness. No awkward hunching. Gives the user a more natural walking action that literally propels him in the direct line of motion and makes it easier to switch over to an artificial limb.

The Army Surgeon General's office liked his model, encouraged him to manufacture them. That took money, production facilities, aluminum, and fabrication know-how. A GI Bill of Rights loan, through a local bank, cleared the financial hurdles. Alcoa got him the aluminum and gave him the technical advice he needed.

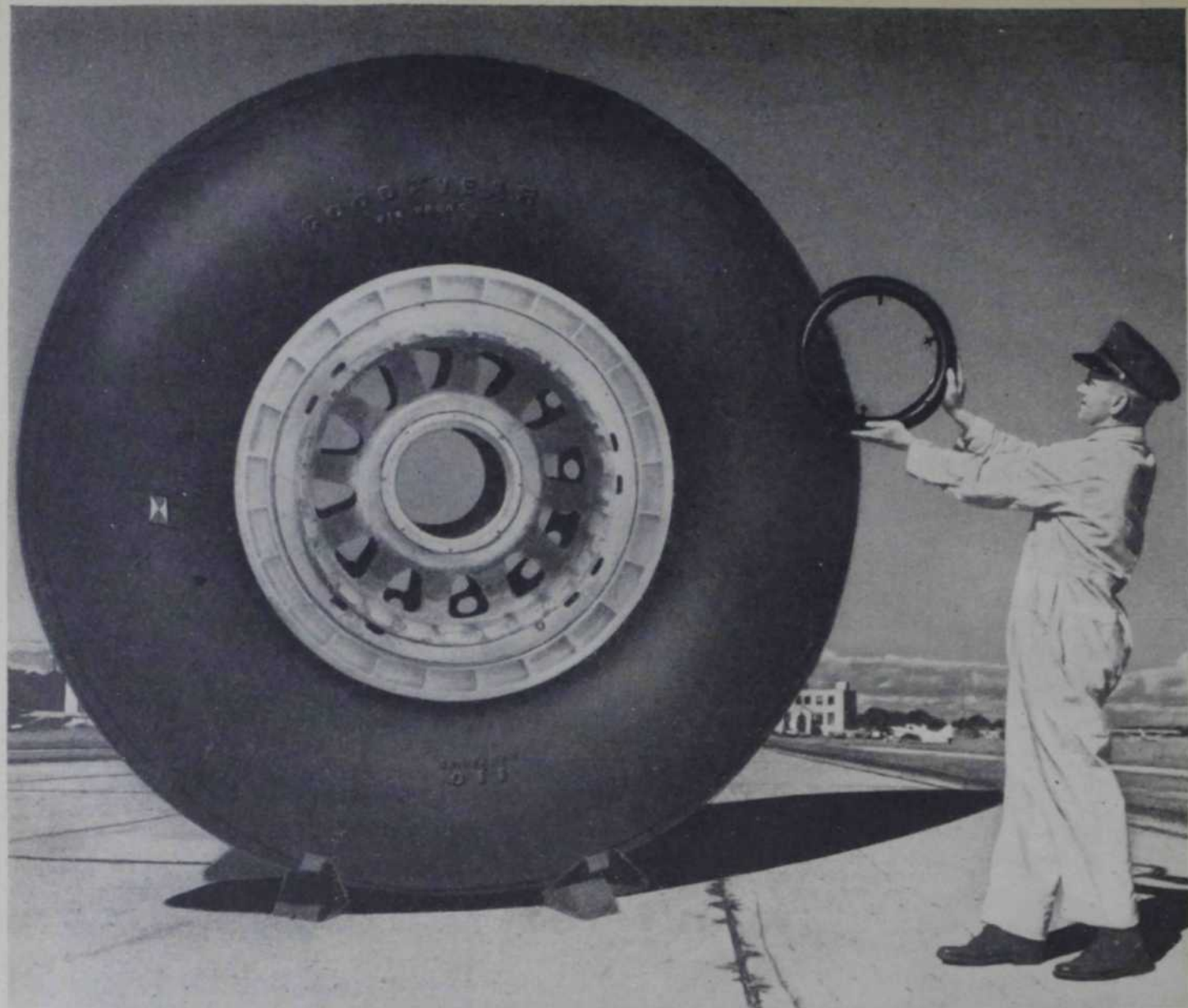
Ours was the role, a familiar one, of assisting at the birth. Happy to report, the "baby" is thriving. Five hundred pairs of Alcoa Aluminum walking aids are already in use at Army amputation centers and several thousand more pairs are on order.

Recognizing that America prospers only as small business prospers... providing additional jobs and opportunities for millions of workers... Alcoa stands ready to assist any manufacturer, large or small, in the solution of problems involving the use of aluminum. ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh 19, Penna.

# ALCOA FIRST IN ALUMINUM


Reg. U.S. Pat. Off.





## And now, the biggest airplane tire ever built!

### ANOTHER REASON FOR GOODYEAR LEADERSHIP

YOU'RE looking at a striking example of America's leadership in the air—*thirty-six years of progress in the art of making airplane tires.*

The little "hoop" at the right is the first practical airplane tire pioneered by Goodyear in 1909. The Goodyear giant at the left—using the sensational new fabric—Nylon—and containing more rubber than any other airplane tire ever built—stands 9 feet, 2 inches, weighs more than 1500 pounds.

Between these two tires lie many years of patient research, careful

compounding, progressive design, improved production methods . . . the long step-by-step advance that has made Goodyear "The Greatest Name in Rubber"—the world's foremost builder of tires.

Whether it's a tire for a huge airplane or for your own car, Goodyear's scientific design and compounding mean a stronger body and a safer, longer lasting tread. These are just some of the reasons why it's true today—as it has been for 30 years—"More people ride on Goodyear Tires than on any other kind."

*A pioneer in rubber—natural and synthetic—Goodyear is also an experienced worker in fabrics, metals, chemicals, plastics and many other vital fields . . . constantly developing new products that will be more useful to you.*

BUY VICTORY BONDS



THE GREATEST NAME IN RUBBER



# MANAGEMENT'S

## *Washington* LETTER

A last minute roundup by a staff of Washington observers of government and business

► **GOOD MANAGEMENT POLICY** no longer waits for Washington to solve all reconversion problems. Administration is confused, divided by conflicting counsels and pressures, inclines to "hope things will work out."

Sprawling wartime bureaucracy clings tenaciously to defunct emergency powers, tangles official thinking with surveys, trends and charts which do not touch urgent problems of the hour.

► **LABOR STRIFE** arises principally from Administration's bewilderment over post-war pricing policies.

Industrial raw materials are up 28 per cent from January '42, and average hourly earnings are up 33 per cent. But approved wholesale prices of manufactured products are up only 8 per cent.

Concludes Brookings Institution study of the OPA dilemma: "In light of the recently announced policy of permitting wage increases in order to sustain purchasing power, effective control over prices has been lost."

Congress leaders still are being polite, but will tell you frankly that the Administration missed the stabilization boat way back in June, when it failed to pipe down the CIO proposal for 52 hours' pay for 40-hour week postwar. So Bowles sees no practical out save an early letter of resignation.

► **INFLATION CYCLE** may be in the making, if new wage increases are approved for all industries.

Some labor organizations now argue they are not interested in percentage increases, but want to hitch wages to basic living costs; CIO is ready to abandon fight for price ceilings if wage increases are granted first.

These developments make a normal inflation pattern, with Government reluctantly in the role of final arbiter.

Basic issue before labor-management conference: "Does the country really want to plunge into another round of wage-price inflation?"

► **CIVILIAN PRODUCTION ADMINISTRATION** comes to life November 3 to liquidate remaining phases of WPB's work. All orders, powers and functions of CPA are subordinate to guiding policies of Reconversion Director John W. Snyder. Only about 50 wartime control orders remain in force, and most of these will be relaxed in next six months.

In theory, CPA retains authority to allocate materials for manufacture of certain specified low-cost consumer goods. But officials regard this as merely a "dormant" power. It won't be applied in shoes or textiles, despite much inter-bureau chatter.

Official objective of liquidation program, as set forth in Executive Order 9638, is to hasten maximum peacetime production "free from wartime government controls, with due regard for the stability of prices and costs."

John D. Small heads up CPA. He was formerly WPB executive director under Chairman J. A. Krug who now returns to business.

► **CONSTRUCTION INDUSTRY** anticipates higher wages and material costs over coming year but sees new contracts at rate of \$12,000,000,000 annually giving direct employment to 2,400,000 on-site workmen, plus 5,000,000 off-site workers in production, transport and services.

In some crowded industrial areas, housing costs now are about double the prewar figure.

Backlog of deferred construction probably can't be eliminated entirely in five years, but industry expects sound competitive judgments in each locality to select for immediate beginning those projects of greatest urgency. Government can help materially by withholding all works projects not absolutely essential.

Significance: With wartime material controls out of the way, U.S. is on threshold of the greatest building boom in history, at average costs close to those recorded after the last war.

► **PUBLIC WORKS LOANS** again are available from RFC for self-liquidating projects, as toll bridges, tunnels, turnpikes, hospitals.

All states, cities, counties and special taxing authorities are eligible.



Security may be in form of income bonds or general tax liens.

For details see RFC Circular No. 22.

► **TAX BILL** eliminates about 12,000,000 income taxpayers in the lower brackets; will reduce book work in all pay roll departments; also cools down 12,000,000 critics of runaway government spending.

Senate is determined to wipe out excess profits tax as of January 1.

Decision to freeze social security pay roll taxes at one per cent for 1946 ends all hope for serious consideration of broader social security program, at least until 1946.

► **ARMY DEMOBILIZATION** schedule calls for release of 800,000 men monthly beginning November 1, compared with 450,000 in September and 550,000 in October.

New scoring plan calls for only 60 points for discharge in November, against 85 at start, and 70 in October.

New program calls for 400,000 occupation troops in Europe, 200,000 in Pacific, without regard to Alaska, Hawaii and China.

Army has 6,000,000 tons of supplies in Europe and 800,000 tons on by-passed Pacific islands. Averaging \$400 per ton, these inventories aggregate about \$2,680,000,000.

► **WAR PATENTS** held by Government will be released to business and scientific groups for commercial application. Out of this may come hundreds of new products and new business ventures.

New publication office is headed by Reconversion Director Snyder, with Secretary of Commerce Wallace as operating executive.

Inquiries on scientific and technical subjects within range of federal departments (including seized enemy patents) should be addressed to The Office of Publication Board, Department of Commerce, Washington 25, D.C.

► **WAGE INCENTIVE PLANS** applied in war industries to stimulate maximum production reached more than a million workers (7 per cent); average production per man increased 40 per cent in first 90 days of incentive operations; unit costs declined 10 to 15 per cent after earnings per worker advanced 15 to 20 per cent. Maximum increase in productivity was 45 per cent per man-hour.

Summary of whole war experience in this field is available in "A Handbook for Wage Incentive Plans." Address Gov-

ernment Printing Office, Washington 25, D.C.

► **WARTIME FOOD SUBSIDIES** probably will be abandoned at end of present fiscal year, next June 30. In meantime, butter, flour and meat subsidies likely will be scaled down gradually, to avoid too drastic price movements.

Says Secretary Anderson: "The end of the war has made full scale continuation of these subsidies unnecessary."

► **STATE DEPARTMENT** hopes to see labor unions expand in Japan. Says J. C. Vincent, Director of Far Eastern Affairs: "We'll encourage the development of trade unionism, because that's an essential part of democracy."

► **OPENING OF CHINA PORTS** marks a resumption of commercial shipping to Orient, with UNRRA relief ships already scheduled to deliver 175,000 tons of food, textiles and medical supplies during the next six months.

Three large U.S. industries already have reopened their offices in Singapore, Shanghai and Manila.

► **EUROPEAN RECONSTRUCTION** falters visibly because of lack of coal. U.S. survey discloses Saar Basin and Ruhr Valley (which usually produce about 75 per cent of the Continent's coal) currently are producing about 12 per cent of 1939 volume.

Lack of rail fuel leaves mountains of relief food piled on port wharves while starvation spreads through inland cities.

"Europe needs coal and food, but the greatest of these is coal. Given adequate coal, many of Europe's postwar problems would begin to unravel."

U.S. coal situation, tight at best, offers little hope of assistance to Europe without causing reconversion difficulties here.

► **NATIONAL DEFENSE PROGRAM** should be built around powerful air forces, say public opinion polls now before military committees of Congress.

One poll discloses that 67 per cent of voters would be willing to pay a week's earnings each year to maintain a "strong air force."

No other recent poll on taxes has given nearly so high a percentage supporting one particular postwar tax.

Perfection of long-term military policy, in light of atomic bomb and



other wartime developments, will be a major job before Congress in first half of '46. Main outlines of new policy will appear in 1947 military appropriations bills, to be presented for Committee study early in January.

► **PENNSYLVANIA INDUSTRIAL SURVEY** indicates 1946 factory employment 20 per cent above 1939, but 18 per cent below wartime peak of 1943.

This would represent a relative state of full employment, without federal aids or national planning.

Pennsylvania survey covered 493 plants in 57 counties, representing approximately 30 per cent of total manufacturing wages and salaries in State as of 1942.

Some of the industries which expect to hire more workers in '46 than in '45: chemicals, food processing, clay and glass, leather, lumber and woodworking, paper and printing, and textiles.

Pennsylvania survey is broadest factual picture of postwar employment prospects ever compiled for a pivotal industrial state. For information on particular industries or counties, address William S. Livengood, Secretary, Department of Internal Affairs, Harrisburg.

► **ELECTRIC BULB** industry has achieved best safety record among all U.S. manufacturing plants.

Labor Department reports 3.9 disabling accidents in this industry for every million man-hours worked—against national average of 16.9 accidents for all manufacturing combined.

Explosives industry is second on safety honor roll, with 4.1; synthetic rubber third, with 5.4.

Highest accident rates are reported in sawmills—54 per million man-hours.

► **AMERICA'S WAR PRODUCTION** for five years ending July '45 is itemized by WPB to total \$186,000,000,000.

Some of the principal categories of production since June '40:

- 297,000 military aircraft
- 86,300 tanks
- 2,434,000 motor trucks
- 123,229 tractors
- 315,000 pieces of field artillery
- 64,500 landing craft
- 6,600 naval vessels
- 5,400 cargo vessels
- 4,200,000 tons of artillery shells
- 17,400,000 rifles and carbines
- 26,344,000 pairs service boots
- 266,000,000 pairs cotton shorts
- 41,400,000,000 rounds small ammunition

And more was forthcoming had it been needed. Not bad for a "decadent democracy"!

► **U.S. FARMS** on captured Pacific islands cover about 20,000 acres; ship 1,500 tons of fresh fruits and vegetables monthly to our forces in Japan and Philippines. On Guam we have some 15,000 acres in lettuce, melons, corn, cucumbers, tomatoes, squash, plus a 100-cow dairy herd and a soap factory to use surplus coconut oils.

FEA agricultural battalions are called the "Cucumber Commandos."

► **ATTEMPTS** to get London Foreign Ministers' Conference back on the track are blocked by increasing power of new bloc alignment in Europe. Real picture has changed little since Management Letter reported in August:

"Europe apparently is committed to her own 'regional arrangement' for reconstruction and rehabilitation; no longer feels need for U.S. advice or 'leadership towards democracy.' Washington is not consulted on European problems, is not asked to approve secret settlements in disputed territories.... Some members of the Senate Foreign Relations Committee see the beginnings of a new era of traditional power politics; wonder what may be America's position in Europe when our domestic economic pressures cut off all lend-lease shipments."

► **WASHINGTON BUSINESS BRIEFS:** Russia still presses for a hand in establishing new Japanese government; would remove MacArthur; may carry appeal to United Nations...Rubber industry anticipates end of passenger tire rationing January 1...U.S. Coast and Geodetic Survey discloses it had prepared invasion tide tables for 650 different beaches along coasts of Japan and China...Consumer survey shows America needs 12,590,000 alarm clocks and 5,000,000 galvanized garbage pails...Justice Department hears that some Chicago building trades unions demand sizable cash "bonus" before assigning workmen to construction sites...University of California announces a new scientific journal covering movies, radio, television—"The Hollywood Quarterly"...Chiang Kai-shek wants to hire a famous American general to build and train Chinese army...Commerce Department finds that in a normal prewar year auto tourists spent \$300,000,000 for roadside hot dogs and refreshments.





## *As American Business Sends Peacetime Goods Abroad*

American business faces the greatest potential foreign demand in history for post-war reconstruction materials. To take advantage of this opportunity, intelligent planning *now* is necessary.

WHAT WILL BE MOST NEEDED?

WHAT ARE THE CREDIT RISKS INVOLVED?

Only information gathered from authoritative sources can provide dependable answers. Through its branches and correspondents abroad, The Chase is in a position to supply just such information. American businessmen are invited to use these facilities and a consultation with the Chase Foreign Department is suggested.

# THE CHASE NATIONAL BANK

OF THE CITY OF NEW YORK

Member Federal Deposit Insurance Corporation



# A Briton Explains ENGLAND'S NEEDS

By GEOFFREY CROWTHER



## The British Viewpoint:



For many months to come, the only large source from which food can be bought to prevent the British people from starving and materials to preserve British industries from stagnation is the United States and there are no sufficient earnings of dollars in sight to pay for them



For five years British export industries have been closed down as part of a specific agreement with the United States. The Export White Paper of 1941 laid down the principle that Britain would supply no market that could be supplied from America. British export business was taken away



The greater part of British indebtedness—some \$25,000,000,000—arose out of war operations in other parts of the world. Whereas the United States insists on receiving reverse Lend-Lease for aid given, Britain does not

★ *THE ECONOMIST* (London) probably ranks as the most influential economic publication in the world. Now more than 100 years old, it has no official government connection, but its analyses have frequently been so accurate that courses it prescribed have eventually become government policy. As its editor, Mr. Crowther is excellently qualified to present the British view

IT WOULD be pointless to try to disguise the purpose of this article. It is an attempt to explain to the American business man how the financial difficulties from which Great Britain is now suffering arose, and to make a plea to him for fuller understanding of their nature.

The main difficulty is a simple one. As Sir John Anderson, the Chancellor of the Exchequer in Mr. Churchill's Government put it, the British are "terribly short of dollars." For many months to come, the only large source from which food can be bought to pre-

vent the British people from starving and materials to preserve British industries from stagnation, is the United States and there are no sufficient earnings of dollars in sight to pay for them.

As I write, negotiations are beginning in Washington between the two Governments to find a solution to the problem and, when these words are read, the matter may wear a different aspect. But nothing can change its fundamental character, with which, in this article, I am mainly concerned.

There are two main difficulties. The



first is that Britain will have a severe dollar deficit in her necessary trading with the United States over the next two years—that is, until the restoration of her export trades enables her to pay her way. The second is that the methods adopted for financing the war have left Britain owing her partners (other than the United States) a sum which, by the time the end is reached, will certainly be \$16,000,000,000 and may be more. These debts are now held as sterling balances standing in London to the credit of the various countries.

### Exports were largely cut off

I FIND in discussing these matters with my American friends that there is a widespread misapprehension about the causes of these difficulties. Take first, for example, the "dollar deficit" which Britain faces in the next two years. I find many of my American friends are inclined to think that is due to lack of speed and promptness in Britain in reconverting industry to peacetime uses. Now, there are certainly plenty of complaints in England about the slowness of reconversion (where are there not?); but that is not the major explanation. The real cause lies in the policy that has been followed for five years past of deliberately destroying the British export trades.

In America, exporters have suffered, as all business men have, from the controls and restrictions of wartime; but nevertheless the volume

of American exports, quite apart from lend-lease exports, has increased during the war. In England there has been (save for a few exceptions) a prohibition on export. The plant, the materials and the labor of the export industries have been taken away for other purposes; these industries have not so much been converted to war uses as closed down for the duration. British exports, in the closing months of the war, were only about one-quarter of the peacetime level.

Now this, you may say, is all very well, but how does it concern America? The British reply would be that this slaughter of export business has not only been done with American consent, but as part of a specific agreement with the United States. The famous Export White Paper, issued in the autumn of 1941, laid down the principle (in effect) that no market was to be supplied from Britain if it could be supplied from America and, since then, thousands of British firms have seen their business in export markets deliberately taken away from them by their own Government and handed over to their American competitors.

I am not complaining that this American insistence on cutting British exports to the bone during the war was unfair or improper. No doubt it was the right way to fight a war. But I do argue that American policy cannot escape some part of the responsibility for the resulting difficulties in which British business finds itself now that the war is over.

There are similar misunderstandings about the process by which Britain has been turned during the war from a net creditor into a net debtor. Something like \$8,000,000,000 worth of securities previously owned by the British people have been sold during the war and, in addition, at least \$16,000,000,000 of debts will have been incurred by the time the process is concluded—say a total of \$25,000,000,000.

### A debt to help others

THIS vast indebtedness has not been incurred through improvidence or through trying to maintain too high a standard of living—as millions of Americans can testify, the British people have been rationed down to the bare minimum. Nor is it true to say that the debts are a measure of British weakness, of the help that had to be given to Britain before she could fight. If Britain had been still weaker and had been occupied by the Germans in 1940, she would have been able to conserve her financial resources, as the occupied countries of Western Europe did. As the Battle of Britain showed (six months before the birth of Lend-Lease), Britain could defend herself with her own resources. The task for which outside help was sought was the gigantic enterprise of the liberation of other peoples.

Moreover, the greater part of the indebtedness did not arise out of  
(Continued on page 86)

## Britain's DILEMMA:



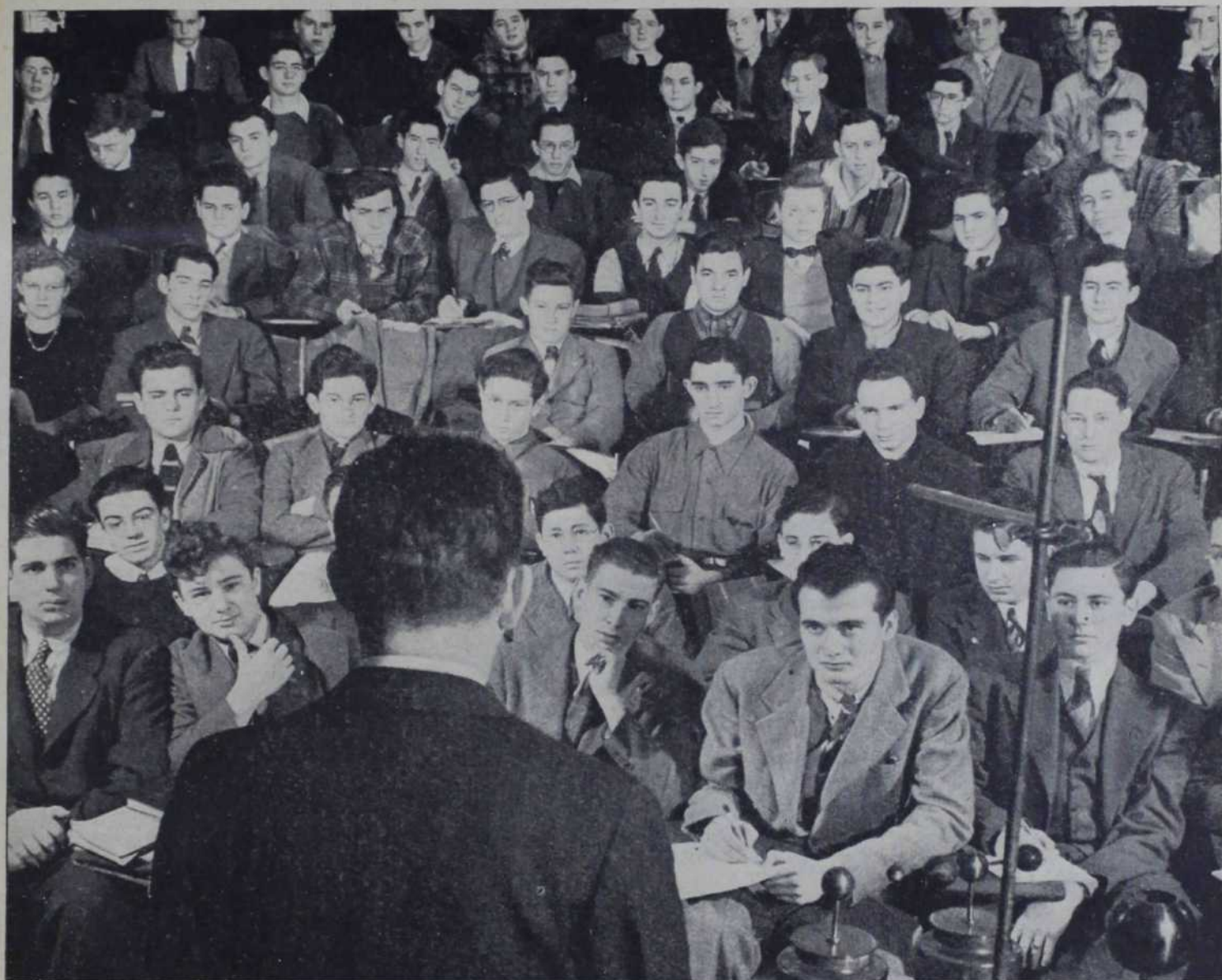
On the one hand we are told that all transactions must now be put on a commercial basis; on the other hand we are being urged to remove all forms of restrictions and discriminations on trade

### BUT...



If postwar dollar earnings must be mortgaged to service a large loan, British purchases in the United States must be severely restricted; we can buy in America only what we can't get elsewhere, thus making imperative the very restrictions we are asked to discontinue





No country has achieved a high living standard without a high general level of education

# Education is Good Business

By JOAN DAVID

**T**HE RELATIONSHIP between bathtubs and school budgets is not at first glance obvious. And when one Massachusetts worthy ventured to suggest that the level of education—not to mention its cost—was already high enough in Boston, witness the fact that it had more bathtubs *per capita* than any other town in the United States, not even the denizens of Harvard on the other side of the Charles River gave the matter a second thought.

But develop the idea a bit further,

**WELL-ROUNDED schooling and training pays high dividends not only to the individual but also to the community and the nation**

and it is no longer a *non sequitur*. The ABC from school budgets to bathtubs in that distinguished public servant's mind probably went something like this:

If a young man gets a proper edu-

cation, he can hold down a good job with a respectable pay check. With the \$39.50 burning holes in his pockets each week, does he frivol it away at the race track? Of course he doesn't! If he's had the right training, he

longs for the finer things in life. What he wants is (you guessed it) bathtubs!

But that is just a headline-snatching sample. Education does reflect in purchases. Our guardian of the Treas-



ury might have gone on to figure out that bigger budgets for education would—via bigger paychecks and wider horizons—mean bigger business for everyone.

If wishes were horses, 'tis said, then beggars would ride. But unschooled beggars who cannot read stories or advertisements of far-away places may be perfectly content to stay right where they are. Unemployed wishes, to be sure, won't bother the beggars. But when it comes to our national economy, they are a serious threat. In limiting expansion, they may start the trend the other way. And as the White Queen assured Alice, you have to run at a lively clip to keep from slipping backward.

School budgets traditionally have been a controversial issue. "Imprac-

final say were applauded every time they found a way to cut corners. Good government and low taxes became synonymous.

Now, for the first time, business leaders are coming to the conclusion that education pays off. It's as much a long-term investment in increased demands for consumer goods and services as institutional advertising. But training in technical skills alone won't do the trick any more than a one-sided cultural education will. The thrifty French peasant, for instance, is a skillful farmer and a shrewd trader. But his profits are rarely put to work for him. Instead he converts them into coin and literally buries them. His contribution to the general prosperity of his community is close to zero. The Chinese sage typi-

clothes him. Seldom does it even rate a rich wife.

Increasing awareness of the fact that investment in education is investment in business is evidenced by the fact that the Chamber of Commerce's Education Committee has devoted more than a year of research, under the direction of Paul H. Good, to an analysis of the tie-up. Direct result of the startling discoveries they made has been a campaign to get local chambers to take stock of the educational resources of their communities and actively to go about improving them.

The Chamber's committee, made up of business men, and headed by Thomas C. Boushall, measured education investment by states in terms of cost per pupil per year. Records were considered back to 1910 both for comparison and to measure the long-term investment.

Here's an example of the sort of thing they discovered:

Nevada, surprisingly, led the country in 1910, 1920, and 1930 in its investment in its people. In 1940 its \$137 per pupil was topped slightly by New York, California, New Jersey and the District of Columbia. In terms of *per capita* retail sales and subscriptions to 16 nationally advertised magazines, Nevada led the country.

Lowest in retail sales, magazine subscriptions and investment in education is Mississippi. Nevada was investing \$106 more per scholar in 1940 than Mississippi and its cash registers rang up sales of \$564 per person to Mississippi's \$137.

### Education helps earnings

IT is pretty generally admitted that the more formal education a man has, the larger his earning potential. A recent insurance ad states with astonishing detail that "men with college training earned an average of \$130,520 more than men without such training." The committee scientifically tabulated the amount of schooling by income groups of samples taken from all parts of the country. A chart covering a sample group of more than 40,000 white males between 35 and 44 from large cities in the northern part of the United States, for instance, revealed that, although 70 per cent of the group whose annual earnings were under \$500 had had only eighth grade education or less, only 12 per cent of the 900 who were earning \$5,000 and more had that limited background. Four per cent of the men in the low-

(Continued on page 119)



The intelligence of its people is the greatest resource of a nation. Education makes for a higher standard of living



tical theorists" on the one hand want them upped, while "penny-pinching skinflints" on the other know that taxes are too high already. The tax committees which usually had the

fies the other extreme. He knows the ancient classics, he may have painted a few pictures. He has certainly composed a few poems for his friends. But his learning neither feeds nor





# How Rich Are the Unions?

By JOHN JAY DALY

**W**HEN George F. Addes, secretary-treasurer of the United Automobile Workers, CIO, announced he could put his hands on a \$4,000,000 campaign fund to fight the Big Three in a battle for higher wages, he might have added:

"And there's more where that came from!"

And Mr. Addes would not be boasting. The entire reserve funds of his national organization could, if necessary, be augmented by those of the local unions.

The local unions are by no means poor. According to the best information available, for every dollar the national organization can produce, the locals have three or four—maybe five—more. With extra added assessments, this reserve fund—estimated at \$6,000,000—could be stepped up easily to \$18,000,000.

America's labor unions are enormously richer today in terms of concrete cash than at any other time in their history. Even their own econ-

**ORGANIZED labor is neither weak nor poor. The unions have been growing through the years, building up their resources, and are coming out of the war with 14,600,000 members—and wealth running into many millions**

omists and statisticians cannot come up with the exact figures.

World War II, even with wages frozen, made the unions what they are today. They jumped in membership from slightly more than 5,000,000 immediately after the last war to a membership of 14,600,000 at the end of this war. It runs like this:

	MEMBERS
American Federation of Labor....	7,000,000
Congress of Industrial Organizations .....	6,000,000
Standard Railroad Brotherhoods .....	450,000
United Mine Workers .....	600,000
All others.....	550,000

The greater part of this gigantic membership represents the growth of

one decade. Ten years ago organized labor was at low ebb—3,000,000 members.

With the advent of the CIO, in 1938, things began to perk up. Today there are 60,000 local unions in the United States and 174 major labor organizations whose jurisdictional control is broad enough to justify the designation "national" or "international" union.

More than 100 of these unions are affiliated with AFL and 40 with CIO. Also, AFL has six National Councils and CIO has two National Organizing Committees. While these are not chartered unions they have almost independent powers. Alongside of



these unions are 32 unaffiliated organizations which at one time belonged either to AFL or CIO. Eight of the railroad unions and six organizations of government workers have always been independent.

However figured, these unions and their membership are powerful; even though less than one-half of the wage earners of America belong to them.

Several hundred million dollars a year go through the union treasuries. With all this, the reserve on hand in most unions seldom amounts to three or four dollars a member. Substantial portions are constantly being poured out in death, old age and disability insurance.

The rest of the funds go to further the economic interests of the unions, to promote legislation; or what is called organizing and general administrative expenses.

### Good salaries are paid

UNDER this head come salaries and traveling expenses of officials—the greatest items of expense. For instance, the International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America (AFL) pays its president, Daniel J. Tobin, \$30,000 a year, with business and pleasure traveling expenses for himself and wife.

John M. Gillespie, secretary-treasurer, also gets \$30,000 a year. The Assistant to the President of the Teamsters gets \$20,000 a year.

Dan Tobin is the top man in union salaries, getting \$10,000 a year more than William Green, president of the AFL and \$5,000 more than John L. Lewis, president of the United Mine Workers.

Approximately 90 per cent of the international unions with membership under 100,000 pay their presidents \$7,500 or thereabouts. Over the 100,000 membership mark, the unions pay anywhere from \$12,000 to \$15,000 to \$20,000.

These are all AFL.

CIO does not specify any salaries for its officers.

The only two men who have occupied the office of president so far—John L. Lewis and Philip Murray—have also served as presidents of individual unions.

The president of the American Federation of Musicians, James C. Petrillo, gets \$20,000, along with \$3,000 for expenses and personal car and driver. The same amount of salary is received by Richard F. Walsh, president of the Stage Employees and Moving Picture Machine Operators of the United States and Canada.

Close up to the presidential salaries are those of the vice presidents and the secretary-treasurers who usually get about four-fifths of what the boss is given.

Such salaries as these, of course, are only an indication of the wealth that lies back of the unions. They have gone far since the days of the Knights of St. Crispin, predecessor of the Noble Order of the Knights of Labor that carried the banner after the Civil War.

### Labor on a new level

WHEN AFL came into the picture back in 1886 it won for the American laboring man a new niche in the ranks of industry. His slave days were over. Today, American labor tops the world. There has never been anything like it.

Take for example the Brotherhood of Locomotive Firemen and Engineers—one of the finest in the country. Last year this Brotherhood reported total assets of \$33,548,425.

Twelve unions, selected from the membership of AFL and CIO, with a few brotherhoods thrown in, can show total assets of \$164,000,000. That's a good average since certain brotherhoods are worth more than that on their own.

As proof, from 1920 to 1926, the Brotherhood of Locomotive Engineers, A. Johnston, president, founded a bank in Cleveland, Ohio, where it has headquarters. In the course of time 13 other banks were added, then a holding company, an investment company, half a dozen security corporations, several thrift companies, a

realty and mortgage company, and an insurance company.

It took money to get into all this business—along with interest in a Wall Street bank—and all might have gone well had not the Brotherhood's banking business extended to Florida at the time of the great boom there. While Florida real estate was raging, the Locomotive Engineers started a real estate development that covered 50,000 acres, with three beautiful hotels in the bargain. When the Florida bubble burst, the Brotherhood and its individual members were heavily hit financially. To what extent, no one knows, but it ran into the millions.

At the time this was going on, the International Association of Machinists, with headquarters in Washington, bought out a bank in their own building—the Mt. Vernon Savings—now the Washington City Bank. They did this to protect their deposits, and formed a trust fund to protect depositors.

The bank holiday ended this venture of the union.

### Own valuable property

WHILE the Florida boom threw a segment of organized labor for a loss, the unions have done all right as a whole. In Washington, where AFL and CIO have their national headquarters, the unions own valuable property.

The American Federation Headquarters building at 901 Massachusetts Avenue, built in the days of Samuel Gompers, is a \$100,000 structure erected on land valued by the District Assessor at \$46,197.

The Brotherhoods, for their Washington offices, have a modern building directly across from the Capitol—at 10 Independence Avenue, Southwest—and CIO has its headquarters within sight of the White House—at 718 Jackson Place. The land there is assessed at \$60,120 and the building at \$95,000.

The United Mine Workers of America took over the old University Club Building, across from the Veterans' Bureau, at 15th and I Streets, N. W., on land that is valued by the District at \$260,715—and improvements at \$200,000.

These are comparatively small items; but they are signs of wealth, and the workers are proud of such acquisitions. With 14,600,000 men and women pulling together, in the American fashion, anything within reason can be done. Each month there are that many dollars in dues and

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"Frankly, there are a few 'bugs' in it yet"



# Your Share of the "National Blessing"

By C. F. HUGHES

**I**F YOU are a methodical fellow who every now and then has a go at your accounts to see where you stand in this world's goods, don't forget to charge against yourself \$1,900 that you have probably overlooked. Add the same amount for your wife and each child.

That's about the sum *per capita* now for the federal debt. It will be around \$2,000 by July 1, 1946, when the total debt, according to Secretary of the Treasury Vinson, will reach \$275,000,000,000.

In 1836 there was no national debt. On Mar. 31, 1917, just before World War I, each citizen owed \$12.30. By Aug. 31, 1919, he owed \$250.18. This was cut almost in half by Dec. 31, 1930, when the *per capita* obligation stood at \$129.66. Then we tried to buy our way out of the 1929 collapse.

This attempt (which succeeded by 1937 in lifting production over the '29 level and cut depression unemployment almost in half) cost \$30,000,000,000. So, on Nov. 30, 1941, the pencil chewing citizen was obliged to mark down \$412.32 against himself on federal debt account as he wondered how long a free America must wait before accepting the challenge

**A NATIONAL DEBT, if it is not excessive, will be to us a national blessing.**

—ALEXANDER HAMILTON

**IF A NATIONAL DEBT is considered a national blessing, then we can get on by borrowing. But as I believe it is a national curse, my vow shall be to pay the national debt.**

—ANDREW JACKSON

of sneering Nazi conquerors. Then came the shock of Pearl Harbor—and a thundering demonstration of American productive might and battlefield valor!

## Paying off our debt

**WHEN** a man's in debt he usually looks back to see how he managed to pay off past debts, and forward to see how he is going to deal with the present one. So he discovers that, at the rate of about four per cent a year on principal, he paid off \$120.52 on the \$250.18 he owed in the '20's. This was not all his own doing because, to the sinking fund arrange-

ment, were added payments by foreign nations and other items which brought down the debt from its peak of \$26,600,000,000 to \$16,000,000,000 at the end of 1930. The interest rate averaged about four per cent.

That's how the country did it in the '20's when postwar trade and industry boiled ahead after the '21 setback. So as we puzzle over today's national debt problem, we find some heartening features in spite of the unparalleled magnitude of the task:

1. Interest rate on the national debt is now less than two per cent.
2. If the country can produce and consume 50 per cent more than prewar (as it did after World War I) then we can make enough money to meet interest payments and a bit on the principal provided there are no setbacks such as the one that trebled the debt in the depression of the '30's.

How to assure this 50 per cent increase in production and consumption is the catch.

Bernard M. Baruch, the park bench sage, and some other astute prognosticators are willing to wager that the increase will come along regardless of what is done. Others are not so sure, and there is unanimous agreement that the one thing to prevent is

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In 1914 banks had \$16 invested in business loans for every dollar in government securities. Today the tables are turned





# TEN CLUES to the

AFTER 12 years a new set of architects appears on the scene to build a different administration



**N**OT SINCE 1817 when the hard-boiled Boston *Sentinel* coined the phrase, "The Era of Good Feeling," in an eruption of generous praise for President Monroe, has any occupant of the White House enjoyed such wide popularity among his fellow countrymen as has Harry S. Truman. Seven eventful months have leapfrogged into history and the amiable one-

time farm boy, soda jerker, railroad hand, bank clerk, soldier, haberdasher, county official, senator and vice president continues to mount in public esteem.

There are a number of reasons why this is so and they can, perhaps, be best summed up, in order to avoid comparisons which are not only odious but also partisan, in the words of Brig. Gen. Harry H. Vaughan, draw poker crony and military aide to the new Chief Executive:

"It's just like having a fancy dinner of caviar over a long period; but

some time you like to get back to ham and eggs."

Or to put it in the words of John Nance Garner, the silvered sage of Uvalde, Tex., who taught Mr. Truman how to wield the handleless ivory gavel of the senate:

"What this country does not want or need is a Brilliant President."

National concern is not now over the causes of the popularity of the man, but rather with how long that popularity will endure. This concern is fraught with apprehension as the citizenry uneasily eyes a world torn by hate, battered by war and ruled, to a large measure, by vengeance.

On the night of April 11, last, Harry Truman, mantled in the traditional obscurity of the vice presi-



# President's Plans

By Walter Trohan



Tom



Sam



Jimmy



John



Bob

HARRIS & EWING

UNDERWOOD & UNDERWOOD

dency, went to bed in his modest five room apartment.

The next night the eyes of the world were on him and the question heard round the embattled globe was:

"What sort of President will Truman make?"

## Picture of things to come

THE ensuing months have brought the end of the war but they have not given a clear picture of the shape of things to come. The nation accepted Mr. Truman's pledge to carry out the foreign and domestic policies of his predecessor as altogether proper under the circumstances of his succession. His humility as expressed in his first address to Congress in the words: "I ask only to be a good and faithful servant of my Lord and my

people," won acclaim as refreshing. His striving for harmony was applauded as signaling the end of personalized government.

And yet, the \$64 question continues to perplex the nation. Leftwingers are frankly skeptical. Even when Mr. Truman released his planned peace program, which drew sighs from the right, the leftists mingled their praise with suspicion that the President had entered into a conspiracy with the conservative bloc under which he would propose for political reasons—and Congress would dispose for practical reasons—vote catching but costly New Dealish schemes. The right wing is hopeful, but somewhat blue around the edges.

Both radicals and conservatives have encased their heads in crystal balls in their efforts to probe the fu-

ture. Still they have neglected the best index into what sort of President Mr. Truman will make, which is his appointments. Just as history is the essence of innumerable biographies, so does the story of any administration resolve itself into the lives of a few key men.

In the examination of the men around President Truman one fact must be firmly fixed in mind. The man who as a boy followed plow handles on a Missouri farm, came under the magnificent dome of the Capitol with a deep and genuine respect, bordering on awe, for Congress. To him, the halls which had once echoed the oratorical thunder of Webster, Douglas, Clay, Calhoun and their peers, still house intellectual giants.

This, rather than friendship, explains the tiers of men who have



served on Capitol Hill around him. The most important appointment of a hill colleague and Truman's most important selection to date came in the State Department. The portfolio of Secretary of State and heir apparent to the Presidency, now that there is no Vice President, went to James Francis Byrnes, the man Truman went to Chicago to nominate at the last Democratic convention.

### Vetoed for vice president

TRUMAN'S speech nominating Byrnes never saw the light of day because Sidney Hillman vetoed the master politician from South Carolina as antilabor and President Roosevelt cleared his assistant president with Sidney. Four years before in the same city President Roosevelt had thrust Byrnes aside as a third term running mate, which moved an inspired South Carolina newspaper correspondent to write that his idol "had been crucified on the cross of religious prejudice."

Byrnes' life reads like a cross between the pages of Horatio Alger and the *Congressional Record*. He served as representative, senator, member of the Supreme Court, director of economic stabilization and director of war mobilization, where he was dubbed "assistant president," after pulling himself up from poverty by his boot straps. Now, at 66, the wiry, sandy haired possessor of the most distinguished background in public service is at the head of the nation's foreign office without ever having filled a foreign post, served on the Senate foreign relations committee or the House foreign affairs committee or, like many of his predecessors, specialized in international law.

Mr. Byrnes was widely regarded as the protégé of Bernard M. Baruch, capitalist, who has divided his efforts between getting in the front door of J. P. Morgan & Co., and the front door of the White House for more than a half century. They began to drift apart, according to capitol gossip, when Byrnes was appointed to the Supreme Court and started to brush up on his law under the tutelage of Felix Frankfurter, the former Harvard law professor, whose pupils and disciples hold many high administration posts, particularly in legal departments.

The selection of Dean Acheson, former Treasury aide and state department liaison man with Congress, as undersecretary of state was traced to Frankfurter. Because Byrnes will spend much time abroad meeting with foreign ministers in London and at

the peace table, the devoted follower of the Austrian born justice and exponent of the political philosophy of Harold J. Laski, brain truster of British laborites, will direct the State Department much of the time.

Mr. Byrnes is an astute politician. He is warm, friendly and quick. Whether he can negotiate the hurdle of long training that a Secretary of State should have in diplomacy is debatable. Observers who saw him in action at Yalta and Potsdam are poles apart in their appraisals. Some insist that he handled himself like a master, warm at social functions and ice at the conference table. Others maintain he is swimming far beyond his depth.

Another refugee from the halls of congress is barrel chested, deep voiced Fred M. Vinson in the chair of Secretary of the Treasury as this is written. In the space of a few weeks he has been federal judge, director of economic stabilization, head of the federal loan agency, and war mobilization director before falling into the treasury slot. It is reported that he has his eyes on the Senate seat of A. B. (Happy) Chandler, baseball commissioner, and on the White House, but not until 1952, which affords Mr. Truman a crack at a second term. He can wait, as he is now only 55.

### A new tax policy

ON Capitol Hill Mr. Vinson was an undeviating New Dealer even against his own convictions. He supported the undistributed profits tax when, he confided to friends, he did not like it. He voted for dollar devaluation and for invalidating the gold payment clauses in contracts, but not too eagerly. He went down the line for the New Deal program, crossing Roosevelt only to vote to override the President's veto of the bonus bill. When he left Congress in 1938 the House Ways and Means Committee made no attempt to replace him as chairman of the subcommittee on taxes and the full committee has handled tax matters ever since.

Now that Vinson is handling tax bills for the Administration, he will appear before his former colleagues with his own programs. The way he is talking—and he and Byrnes supply the bulk of the conversational undertone of cabinet meetings—he will swing far to the right of his late commander-in-chief's fiscal views. His deep tones hold promise of lower taxes for business and citizens.

Taller than Vinson is big, open faced Robert E. Hannegan, the Post-

master General, who is essaying the role made famous by genial James A. Farley, the man who put Roosevelt in the White House and broke with him on the third term issue. Hannegan was brought to Washington as collector of internal revenue from a lucrative law practice in St. Louis and later moved to chairmanship of the Democratic National Committee at the instance of Mr. Truman. He repaid the favors by pushing his sponsor's candidacy for the vice presidential nomination last summer.

Mr. Hannegan, steeped in the Irish love for politics, is the son of a St. Louis chief of detectives, who set his boy for law school after he had put lace curtains on the windows and a piano in his parlor. Hannegan was a four letter man and an honor graduate of the University of St. Louis. From ward politics he became St. Louis democratic chairman at the age of 29.

At 40 he was in the big leagues as party chairman. He sums up his direction of the fourth term campaign by saying, "We not only hung on Roosevelt's coat tails, we wrapped ourselves around him and held on for dear life."

Hannegan boasts he is a 100 per cent organization man and this is evident in the fact that Edward J. Kelly, political boss of Chicago, who was unable to snare an important political nomination under Roosevelt, recently captured two in one week when Mr. Truman named former Congressman and later CIO-PAC organizer Raymond S. McKeough to the maritime commission and Gael Sullivan, the Chicago Mayor's ghost writer, second assistant postmaster general.

### Settled down in Washington

WASHINGTON is beginning to feel the Hannegan influence and he has served notice that he intends to stay around a while by purchasing, for a reported \$70,000, the spacious home of Joseph P. Tumulty, capital attorney who was secretary to President Wilson.

Mr. Hannegan explained the purchase by saying that he wants to enjoy life while he's young rather than place all his chips on a comfortable old age. He is trim at 41 with all his 205 pounds.

Into the nation's No. 1 trouble spot—the food problem—Mr. Truman turned again to Congress and thrust 49 year old, personable, graying Clinton P. Anderson, New Mexico Democrat, into the Department of

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# So You're Going to Europe

By LAWRENCE GALTON



INTERNATIONAL NEWS PHOTO

**T**HE SHOOTING war is over but American business men are now engaged in another kind of battle. Going overseas to re-establish lost contacts and build new ones to promote international trade, they are finding their trips to be anything but jaunts and good will jamborees.

One executive just back from two months in Europe recently told his associates:

"If you're going over, take your heaviest winter underwear, your largest Travelers' Checkbook, a cast iron stomach, your best sense of humor, the patience of Job, and the conviction that you're an adventure-some hero in the best Hollywood manner. Maybe you'll get through the ordeal."

After Europe's long hell, the Atlantic-crossing business man expects to discover his plants and connections upheaved—disorganization everywhere. But the extent bowls him over. He's amazed when his well planned itinerary falls to pieces as he spends

most of his time just keeping body together. He's considerably disturbed to find European governments and business men waiting for him with no open arms. Often he's embittered at the lack of help from the U. S. Army and the State Department.

The physical situation was bad enough for early-arriving Americans. One man reached Paris early this year. Primary object: to take charge of the large plant of his company's French associate doing work for the American Army. Secondary: to give the home office a report on which to prepare postwar plans.

**IF YOU ARE planning a trip abroad to re-establish trade, you can count on running into plenty of difficulties, and finding the people not interested in business**



Being Army-sponsored, he was somewhat privileged. He couldn't get a porter at the station but he could get an Army jeep to transport him and his luggage to the hotel. It was no small favor. At the hotel he did have a room even if there was no hot water, the temperature in his room never got above 45, and he had no bath for a month.

Today, the growing influx of business men finds the housing problem almost intolerable. The Army has taken over almost all big Paris hotels. The two or three open to civilians require reservations four to six weeks



in advance and even then there's no certainty of a room. Not long ago, the manager of the Paris office of one American firm arrived in town early in the morning and by evening was still unshaved and unwashed. He slept that night on the floor of his office. Many a weary executive has slept as many as four nights on an emergency cot in the gym of the American Legion building.

### Food is still scarce

FOOD, too, is critical. When one executive arrived, the menu in most restaurants was, as now, thin soup, potatoes, sliced tomatoes and cucumbers, bread, ersatz coffee, sometimes a tiny bit of fish. It was no diet to further the active calory-consuming life of a busy executive. But it could be supplemented. For the first six weeks, he could get an occasional three-inch square of pâté de foie gras, the only meat, in the Claridge dining room, for \$6, and there were still the black market restaurants where, for \$20 to \$40, he could get the equivalent of a \$3 New York dinner.

One American just back from Paris told it wonderingly:

"Every afternoon at four, I found myself wandering around the streets looking for a GI from whom I could beg a bar of chocolate. Literally, I begged it."

Transportation is another hell. Within Paris, visitors battle the crowds in the Metro subway or walk. Taxicabs are non-existent. Occasionally, there's a horse-drawn job; \$10 may buy a 20-minute trip and it's a horse-paced 20 minutes.

Outside Paris, over the French countryside, and, in fact, across the Continent, the transportation breakdown is an even more complete headache. Eighty per cent of French railroad cars were lost through bombing. Steel skeletons of bombed-out cars sit in pathetic rows on railroad sidings. Coal is short. No one can travel more than a few kilometers without a special railroad permit. Every train is jammed. Standees bunch up on overnight trips. Often there are no reservations and travelers just take their chances.

Not that it's all a black picture. De-

other. There's many a good one to bring back home. But the fact is that it has been known to take an eagerly awaited branch manager three months to get from Switzerland to Paris, ordinarily no great trip.

But what annoys American business men most is that, while they've been getting little help on their living problems, it's been different for British business men. The British have arranged to help their business envoys find hotel rooms, to transport them and their luggage. The British Empire Club has been established in what was formerly the famous Maxim's restaurant and, for \$2.50, English trade representatives get the finest French meals.

### Help for Americans?

THERE may be some improvement soon. The rising flood of protests has inspired an effort to establish an American equivalent of the Empire Club, and, on the basis of General Eisenhower's recommendations, the Army may assign personnel to help organize billets, messes and clubs for



Horse-drawn cabs have replaced taxis in Paris. They are not always as numerous as shown here, and the price is \$10 for a 20-minute trip

Now, however, the legal supply is no better and the Government is pressuring the black market eateries. Recently, a group of officials of one big American electrical manufacturing company spent so much time trying to find eating places that they could not complete their business.

spite the cold, the crowding, the dirt, the delays, travelers—at least, the French and the GI's—are good-humored, ungripping. There's a lot of intimacy. French girls scramble up standees' shoulders to sleep on the baggage racks above. GI's pitch long-drawn-out and funny tales at each

transient American business men.

Important as they are, however, the physical are not the only problems. There are the French business people, many of whom seem lethargic. One American executive reports:

"The impression you get in Paris  
(Continued on page 52)



# How to Break into Jail

By DONN LAYNE

**OF THE millions of individuals and companies handling war contracts, the War Frauds Section found only a few—and not very clever ones—who put personal gain ahead of patriotism**



CHARLES DUNN

**A**N EASY WAY to get mugged, fingerprinted, fined and sentenced by Uncle Sam is to conceal pieces of heavy metal in false-bottom trucks prior to establishing tare weights. Then, after the inflated tare has been recorded, remove the hidden iron and begin buying scrap metal from government agencies.

By such a method, three officials and the yard foreman of a Philadelphia junk company holding War and Navy contracts for the purchase and removal of scrap metal, were able to get more than 12,000 illegal dollars. They also got nine months and a \$2,500 fine, six months and a \$5,000 fine, three months and a \$3,000 fine, and three months and no fine, respectively—and a nice going over from the tax experts.

This false tare weight trick works in reverse, too. In Little Rock, Ark., the president of a transfer and moving company used to strip his vans of all removable equipment such as pads and dollies, spare tires, tools and tarpaulins, and then weigh the vans with gas tanks practically empty—thus obtaining a light tare.

When the vans were loaded for interstate shipment of government loads all equipment was in place and gas tanks full. The gross weight obtained by this method resulted in overcharges exceeding 1,000 pounds.

This same citizen also billed the Army for more than the lawful tariff rate, and charged for packing and crating not done.

When the federal grand

jury brought in a 16-count indictment, he was indignant.

"Why," he shouted, "they can't do this to me! I'll carry it to the Supreme Court."

Now having pleaded guilty, he is serving an 18 month sentence. He also paid a \$1,250 fine and his company paid a like amount.

It is for such techniques that the War Frauds Section of the Criminal and Claims Division of the U. S. Department of Justice is kept in readiness. During the war they investigated cases concerning the bribery and deception of inspectors; chiseling on the quality of goods; theft of government property; padding of pay rolls and expense accounts. They uncovered many such operations but, as

John Darsey, at the time chief of the War Frauds Section, explained, "The integrity of industry as such has not been challenged by the war frauds prosecutions. Our cases have dealt largely with subordinate officials and just a few big men who thought they were too smart to be caught."

The Section's duties do not end with peace. Now their attention is turned to irregularities in connection with the disposal of surplus property and contract termination.

Unless those who have fraudulent ambitions in this field are more adroit than those who operated in wartime, they have little chance for success. Attempts then were more various than clever.

A Florida lumber dealer, for instance, found himself indicted on 26 counts when he delivered lower-grade lumber for construction work than the contract specified. And then after pleading guilty he was fined \$10,000.

## Ingenuity that leads to jail

THE president of a New Jersey gauge company chose a slightly more complicated way to amaze the neighbors and lose friends. He obtained a war contract including a "redetermination of contractor's cost clause" but subject to payment of the full contract price during manufacture. Then in the process of the work, he asked for payments larger than were actually due and padded the real costs by presenting the government auditors with false records. He augmented this fanciful cost accounting by claiming "outside labor" costs to the tune of \$6,000 plus (which labor was never performed). Now he is in prison for 18 months. Fines of \$10,000.

(Continued on page 124)



**Few go to trial. Confronted with the evidence, most want to make amends**



# Workers



The girls did not mind the loss of a half day's pay after the boss had, by explaining, restored their right to think of themselves as craftsmen



ONE DAY the girls comprising a radio assembly line were told not to return after lunch but to be on hand next morning. Later in the cafeteria, their foreman noticed them holding what looked like an indignation meeting, and asked them what was up.

"We've just learned," they answered, "that everybody else is staying! Aren't we just as good assemblers as they? Why do you pick on us?"

He explained that their line's model required a certain material the others did not need and that a scheduled shipment had failed to arrive but was expected that evening. Their pride thus saved, the girls (after a chorus of "Why didn't you say so?") expressed their delight at having the afternoon off for catching up on their housekeeping or for getting a long-delayed "permanent."

Ever since that noon every foreman has followed the company's new rule:

"Before you send any group home or otherwise change its program,

have your gang-leaders give every individual member the full *why* and *wherefore*."

The reason for the everlasting need of such explanation lies deep down inside the workers—and in all the rest of us. It is simple, of course, to assume, as do many that the wage earner wants nothing but "More money for less work!"

## Fears and hopes of workers

I THOUGHT so myself when I first started out, way back in '19, to share the laborer's daily pick-and-shovel experience. But it was hardly a matter of hours before I became puzzled. Even those who were "sitting pretty," with plenty of cash in their pocket or even in the bank, were plainly in the grip of a very specific fear—the fear of being laid off. Evidently their job represented something more than fi-

nancial income. A little later, I observed that any job-holder lucky enough to sidestep this fear, was pretty sure to be nursing an equally specific hope—the hope of promotion.

The cause of both this fear and this hope, so I became convinced, was more fundamental, though less tangible and less measurable, than their wish for wages. That something, I decided, was their deep-down hankering to enjoy their self-respect, to take all possible pride in themselves as individuals in comparison with their friends and neighbors.

The longer I enjoyed close contact, not only with laborers, but also with all others from bums up to captains of industry, the more I observed that they were all alike in one thing. Every one of them was less sure of himself, less certain of his right to believe in his individual value and importance, *than he would like to be!* Young



# Want More than Money:

## Explanation—Appreciation—Contact

By WHITING WILLIAMS

or old, normal or "queer," renowned or run-o'-mine, everyone was hard on the trail of greater self-certainty, trying everlastingly to stage a successful flight from futility—to get farther away from having to confess himself a mere zero of individual unimportance and insignificance. Every one of them—exactly as you and I!—was trying to justify himself, to prove to me and all and sundry, that he *did* count, *did* "belong," was a worthwhile individual and entitled to recognition as such.

Prove this—how? Hardly a single one of them but plainly took it for granted that the most convincing and unquestionable certificate he could provide for establishing his right to consider himself important was, not his bank-account, not his ancestors, wife or family, not his house or his car, but his *work*—his daily job. Every one of them made it plain that his daily work was far and away the most important source of his self-justification and self-respect—also that, the moment he named his job, he was exhibiting the most reliable and accurate of all conceivable yardsticks for demonstrating his personal distance from that dreadful zero of the useless nonentity.

If they are right who believe that the sole reward of work is wages or dividends, then no fair truce in the Communists' "class-battle" for the lion's share of industry's total "loot" can be hoped for. But even that war would make the plant manager's job simpler than it is. What makes complex and troublesome the equation he must daily wrestle with is the host of intangible factors put into it by that trio of Fear, Hope and Pride.

It is precisely because our daily thought about ourselves is determined more by our daily work than by anything else that our feelings can be hurt during the hours of our labor enormously more easily than in the hours

of leisure. It is because of this rather than of our yen for more money, that we are all "touchier," harder to get along with, at our daily work-bench or desk than in our homes, clubs or churches.

This touchiness causes, of course, all sorts of trouble for the simple reason that on our jobs, our relative position, our comparative status and hence our right to think well of ourselves, is subject to constant change.

Suppose those whose jobs in our own or some other industry have always been considered less important than ours are suddenly given either more money or more attention than we? We're slapped in the face. We're

up in arms, full of "why?" Or suppose some government agency suddenly advances the wages or perquisites of persons of minor skill or responsibility while "freezing" ours. What's the difference between that and a net set-back toward that damned zero? If we don't make a kick, are we men or are we mice?

### Life centers on our jobs

ALL of this is to say that our daily jobs represent to all of us the core, the nucleus, the center of gravity, not only of our economic lives but of our social and civic—yes, of our spiritual—lives as well. This, in turn, is why so many wage earners seek through their unions a larger share, along with their employer, in establishing the conditions, the duties and rewards, the responsibilities and

"When last night I tell my woman about it," the miner said, "she call me dam' liar"





privileges, tied up in that nucleus. But so long as that nucleus involves so huge a proportion of every individual's infinitely various needs and hankerings beyond his wish for money, that effort is certain to be unsatisfactory and disappointing if labeled as either "collective" or as "bargaining."

These two terms have their usefulness in modern, large-scale industry. But they fall short of full respect for the individual and especially for those of his fears, hopes and prides which are too personal and too intangible for belligerent, or any other kind of wholesale, dickering.

Until, therefore, our human nature changes or we discover better terms than "collective bargaining," we had better keep alongside the modern trio of Negotiation, Conciliation and Arbitration the old-fashioned one of Explanation, Appreciation and Contact.

## Workers want to know

1. TAKE explanation, or if you prefer, information:

Those assembly girls did not mind the loss of their afternoon's pay after the foreman's words restored their "face," their right to think of themselves as craftsmen who need not be ashamed. Unquestionably, the recent wave of absenteeism indicates that multitudes have wanted a day of leisure more than they wanted money. This preference may well stem from their employer's failure to help them understand just how essential their product was and just how important they could consider themselves for making it. Such failure is frequently caused by the employer's belief that, if his co-workers aren't interested in cash, then there's simply no other incentive worth bothering about.

It is also often due to the fact that in many plants it is difficult to make plain the product's—and therefore its producers'—actual importance. Multitudes of workers today have never seen—or never recognized—the completed whole for which they have made component parts for years!

Once when I asked our foreman what became of the "electric iron" which we had to roll so carefully, the best he could answer was, "Why, you poor sap, it goes from here over to the inspection department!"

Because we knew this product was for some reason important, we all got a lot more kick out of making it than from rolling the "automobile iron" needed for sides or fenders. It was only some years later that, while visiting a big electric plant, I learned

that every electric motor in the world is made of the sheets that had cost us so much sweat and fret. No doubt the reason we weren't told was somebody's belief that, "Hell, they get their money all the same, don't they?"

It was a wise management that posted on its bulletin boards, the day after Lindbergh flew the Atlantic, photos of engine parts which it had secretly built for powering that historic flight. It's a certainty that, from chairman to sweeper, not one single member of the organization but assured his wife that night that he personally was a partner in the epoch-making exploit!

The why of lay-offs, promotions or demotions, of the new plant or the new advertising campaign, the specific use and importance of the new product or process, the prospects for more or fewer steady jobs, the company's statement (in understandable language) of income, outgo and reserves for insuring future stability and growth, its dependence on satisfied customers—all these will be important so long as every employee's wish for self-certainty and self-importance makes him fearful of its lessening and hopeful of its enlargement.

## Praise sometimes helps

2. AS to appreciation:

It must be admitted that the practical wisdom of an occasional "pat on the back" is the subject of much argument, pro and con. As a matter of fact, some managements definitely prohibit it—doubtless because, as a "super" once explained, "But all I got



"No, but you're getting warm!"

for it was 'If I'm as good as that, why don't I get a raise.' "

All the same, I've had high-salaried vice presidents almost weep on my shoulder because, "I'll be damned if any of us can ever get from our president a single word of comment on our various reports—never anything except his pencilled 'Noted' and initials!"

"So I told this foreman," a manager once related, "that I had opposed his transfer because I hated to lose him. Believe it or not, he broke down and cried—and kept repeating 'To think that all these years I had no idea whether or not you really took me seriously!'"

### Credit for a good job

JUST as the wage earner's fear of losing his job causes more industrial disturbance than any other single thing, so the biggest worry of sub-executives and foremen is over the loss of due *credit for performance*. Nothing is surer than that the word of assurance and commendation is prayed for on *all* levels.

"Why would we hate to leave this old dump of a round-house?" a group of skilled workers answered me, "and work in the company's most up-to-date establishment? Because our general foreman here, in spite of his being an almost illiterate foreigner, manages to hand out our daily assignment in a way that makes it a compliment to our craftsmanship and skill. We'd go through hell for him!"

"Why do you want me to write you a letter about it?" a mine foreman asked one of his men to whom he had given \$10 for a suggestion.

"Because," the man answered, "when last night I tell my woman about it, she call me dam' liar!"

Not long ago I asked an executive for the secret of his famous ability unflinchingly to increase any mine's man-hour output.

"I hate to name it," he replied, "because it sounds silly. But, outside of certain improvements in methods and machinery, the biggest results always came as soon as the men learned that, if they sent up more coal than usual, they could count on my meeting them at the bath-house door with a cigar and a pat on the back!"

It is because of that wish of all of us for the certainty of our personal value and importance, that the word of recognition and approval has the force of pure dynamite. So it must be used carefully; to lose a craftsman's respect forever all you need to do is to praise him for a job he knows



(Continued on page 130)





# Cancer has its hopeful side!



It

starts small, as a malignant growth of cells at one point in the  body, and may spread quickly.  But fortunately cancer often

sends out danger signals,  permitting early recognition, and if treated properly, it can usually be checked. 

## These are cancer's danger signals

- 1—Any **unusual lump** or thickening, especially in the breast.
- 2—Any **irregular** or unexplained bleeding.
- 3—Any **sore** that does not heal, particularly when it occurs about the mouth, tongue, or lips.
- 4—**Loss of appetite** or persistent unexplained indigestion.
- 5—**Noticeable changes** in the form, size, or color of a mole or wart.
- 6—Any **persistent changes** in the normal habits of elimination.

**Here's hopeful news.** These danger signals do *not* invariably mean that you have cancer. They are signs that something is wrong; that you should have an immediate examination by a competent doctor.

At one leading cancer clinic, 88 out of 100 women who came for examination because they recognized a warning sign proved *not* to have cancer.

The important fact is *they were examined and relieved of worry*, while the few who had cancer increased their chances of a permanent cure.

There have been tremendous increases in medical knowledge and skill, and many improvements in diagnosis and technical care.

But remember, medical science can cure cancer *only* if it is discovered early, before it has a chance to grow or spread.

**No medicines can cure cancer.** Beware of quacks and those who promise to cure cancer with drugs or other unproved methods.

Only three things can check, destroy, or remove cancer . . . X-rays, radium, surgery, used singly or in combination. *There are no short cuts or substitutes.*

If you wish more complete information, Metropolitan will send you, upon request, a free booklet, "There Is Something YOU Can Do About Cancer."

## Metropolitan Life Insurance Company

(A MUTUAL COMPANY)

Frederick H. Ecker,  
CHAIRMAN OF THE BOARD

Leroy A. Lincoln,  
PRESIDENT

1 MADISON AVENUE, NEW YORK 10, N. Y.



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**TO EMPLOYERS:** Your employees will benefit from understanding these important facts about cancer. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.





**RECONVERSION** is a community problem, and local business groups are demonstrating their ability to help solve it

GEORGE LOHR

# Out Where Victory Begins

By EDWIN WARE HULLINGER

**F**OR FOUR YEARS the nation has worked together as a unit. More than ever before, our country has subordinated regional interests to the one task that had to be finished before anything else could mean much. Local behavior was important chiefly in proportion as it contributed to winning the war.

Today the United States, victorious, faces the equally challenging task of bringing victory home to the local communities, breaking it up into bits that can be absorbed into the unit corpuscles of the nation's blood stream—jobs, production, and opportunity for happiness.

In the thousands of towns and cities, where returned veterans and former war workers must forge their future, American genius in economic engineering and practical social imagination is undergoing a test that may well determine the "set" of the peace in this country. Here recon-

version—both human and otherwise—reaches its culmination.

This is where the gears mesh—or don't. And this is a problem that can be handled only on the spot by people who are close enough to see what it is all about.

## Chambers active in peace

HAPPILY, VJ Day found one very American local institution already in full action about the matter in towns and cities all over the country—the chambers of commerce. In many places the chambers had taken the initiative, to become the coordinating factor in the changing field. Normally they were working with federal, state or county agencies. But, whether as principals or pump-primers, chambers everywhere were on the reconversion job, a job for which, as clearinghouses for community projects, they are admirably fitted.

The phenomenon takes on potentialities when it is recalled that the 1940 census showed few towns of more than 5,000 population without some commercial organization.

While there are many things only the individual employer or employee can do for himself, the chambers are helping in one way or other, with practically every problem in a community trying to get back to normalcy.

The Detroit Veterans Information Center, jointly sponsored by the local chamber, has interviewed 14,000 Detroiters who have been released from the Armed Services. Nearly 3,000 asked about jobs. Another 2,348 wanted advice on disability claims and back pay, while 1,397 wanted information about vocational training or general education. Eight hundred asked for medical aid and hospitalization. Nearly 2,000 needed loans to help until they could land jobs.

In Peoria, Ill., local industries were



# WHEREVER YOU GO BURROUGHS MACHINES ARE GIVING SATISFACTION

Wherever you go—in big business concerns or small retail stores—users of Burroughs machines are satisfied users.

—Satisfied with Burroughs engineering . . . precision manufacture . . . simplicity and versatility of design . . . construction for long, dependable service.

—Satisfied with Burroughs range . . . machines for practically every figuring, accounting, statistical and cash-handling task . . . machines designed for specific kinds of work . . . machines designed for flexibility and versatility of application.

—Satisfied with Burroughs service . . . efficient maintenance . . . promptness in emergencies . . . dependability year in and year out.

—Satisfied with Burroughs helpfulness . . . counsel in making applications that will work most efficiently . . . assistance in seeing that installations continue to function smoothly.

BURROUGHS ADDING MACHINE COMPANY  
DETROIT 32, MICHIGAN

FIGURING, ACCOUNTING AND STATISTICAL MACHINES • NATIONWIDE MAINTENANCE SERVICE • BUSINESS MACHINE SUPPLIES



Illustration shows an accounting office of Higgins Industries, Inc., New Orleans, Louisiana—one of thousands of government, armed service and war industry offices that have had need for great quantities of figuring, accounting and statistical machines in carrying out their wartime assignments.

**1st**  
**Burroughs**  
IN MACHINES  
IN COUNSEL  
IN SERVICE



combed by the chamber to find jobs for disabled veterans. Every labor employer was asked to list all the places he could fill. The "Peoria Plan" includes vocational training and medical restoration through existing agencies. A follow-up insures that the man is happy at his job and is making good.

At Milwaukee, the Chamber of Commerce set up a Veterans' Research Center for the psychologically handicapped, as well as the physically disabled, obtaining the services of a staff of psychiatrists and physicians, largely from local social agencies, county and state medical societies. Both employers and employees can take their problems to it.

At Waukesha, Wis., the Veterans' Rehabilitation Committee does not wait for the veteran to come to it. The committeemen hunt the soldier up when he arrives and try to service his various needs.

### Surveys for peacetime work

MANY chambers of commerce have made exhaustive economic and employment surveys to guide entrepreneurs in creating jobs and new industries. To quote a representative of one Pacific Coast chamber, "Planning for reconversion and postwar employment are two things we have been doing almost nothing else but for the past two years."

One of the most widely publicized ventures, at Albert Lea, Minn., literally X-rayed the community to find how many jobs the district would have after VJ Day, how many men and women, including ex-service people, would be on hand to fill them, and what industrial expansion would be feasible to take up the slack.

With the ardor of professionals, volunteer "Victory Aides" canvassed the region to learn the community's buying intentions—how many farmers planned to buy new tractors, how many housewives new refrigerators, how many people expected to build houses or buy automobiles, alarm clocks or furniture.

From the totals, local merchants were able to figure how many salesmen they would need. More than one dealer revised his staff roster upwards.

Probing for prospects for new industrial ventures, the Victory Aides, working with a committee of farmers, recommended new processing plants to handle an expected increased output of soybeans, and canning factories to service an enlarged vegetable acreage.

Even public works possibilities

were studied and fitted into a postwar blueprint.

Portland, Ore., industrialists raised a "postwar development fund" to enable the Portland Chamber of Commerce to coordinate the city's postwar plans, including promotion of new industries, reconversion of existing plants, and contacting eastern manufacturers intending to come to the Coast.

### Plans combat cutbacks

SANTA Monica, Calif., home of the Douglas Aircraft Company, can see its way through the immediate years ahead as a result of its Chamber of Commerce survey, which covered more than 40 plants, producing everything from wood screws to cosmetics. This is in spite of the fact that many of the larger plants expect a cutback of 50 per cent.

Los Angeles and San Francisco Chambers have been post-war planning since 1943.

Chicago's Association of Commerce has maintained a Reconversion Service for two and a half years where its members have been taking their problems of contract termination, disposal of surplus war goods, and reemployment of veterans.

At Jacksonville, Fla., the Industrial Committee of the Chamber of Commerce is thumbing through the entire patent list of the U.S. Department of Commerce to turn up items that might be made there. The committee intends to canvass, either by personal contact or letter, every known manufacturer who normally subcontracts part of his finished product to smaller shops, as well as all manufacturers of finished durable goods who operate on the licensee basis. The local industrial survey included personal interviews with every manufacturer in the vicinity.

### All work on reconversion

SO the chronicle runs across the country. It is a safe guess that there is scarcely a town large enough to have a reconversion problem that cannot report some similar story—unless, of course, it doesn't happen to have a commercial organization—which would be unusual.

Generally the local chambers have worked closely with the Committee for Economic Development in its efforts to stimulate postwar planning by business firms.

It has been said there is no such thing as a "typical" chamber. Reflecting the tastes and desires of their communities, chambers of commerce

differ as much as a Southern cotton community differs from a Massachusetts milling center. While most local chambers are members of the United States Chamber of Commerce, each organization makes its own policies in its own bailiwick.

Nevertheless, the movement as a whole has altered in a number of important ways in the course of the past 30 years.

Virtually obsolete, for instance, is the old-style booster club that first made the phrase "chamber of commerce" famous, with its twin objectives of deflating local taxes and inflating the facts about local resources. It is not often a modern chamber is caught off the facts.

And while the average chamber still considers itself a watchdog of public treasuries, the score will show it campaigning on the side of the expenditure of public funds—for projects it considers wise community investments—quite as frequently as on the other side.

### Membership is broadened

IN most present-day chambers, the old board-of-trade idea, with its narrower concern with immediate business profits, has been supplanted by the broader concept of community engineering, with the long-range objective of working for things that will improve the economic and human atmosphere in which the members must earn their livelihood and live their lives.

It is significant that most membership rosters now include heads of local cultural institutions, clergymen, priests, doctors, lawyers, teachers, musicians and, to an increasing extent, labor unions and officials.

The chamber of commerce has become a place where projects of community betterment can be crystallized in a meeting of minds and the push developed to put them across. The old-fashioned New England town meeting used to perform this function.

An impressive number of community public health projects all over the country can thank local chambers of commerce backing, in part, for their existence. The chambers considered them good investments in community effectiveness.

Almost everywhere chambers of commerce have taken on the role of community trouble-shooters. Wastage of life and property from fires, for instance, has given rise to one of the most widespread and effective campaigns which chambers have undertaken. Fire prevention has its selfish

(Continued on page 94)



**THAT GREAT DAY HAS COME!**



It's *today*, and *tomorrow*, and *every* day—as the boys come home.

Railroads played a major part in their comings and goings. Trains carried almost all of them—many of them time after time. More than a million a month are riding the trains right now. And trains successfully handled the even bigger job of carrying nine-tenths of the mountains of material which they needed to win the war.

The end of the war means many things to many people. One thing it means to the railroads is a

chance to get long-denied material for building new locomotives, new freight cars to replace equipment worn by war service—and fine, new passenger trains to provide added comfort and luxury in swift, safe travel.

Railroads are at work on these things now, today and every day. In that great time just starting, they will serve you in better style than ever

before—but with the same responsible and faithful performance upon which America has learned, both in war and in peace, that it can rely.

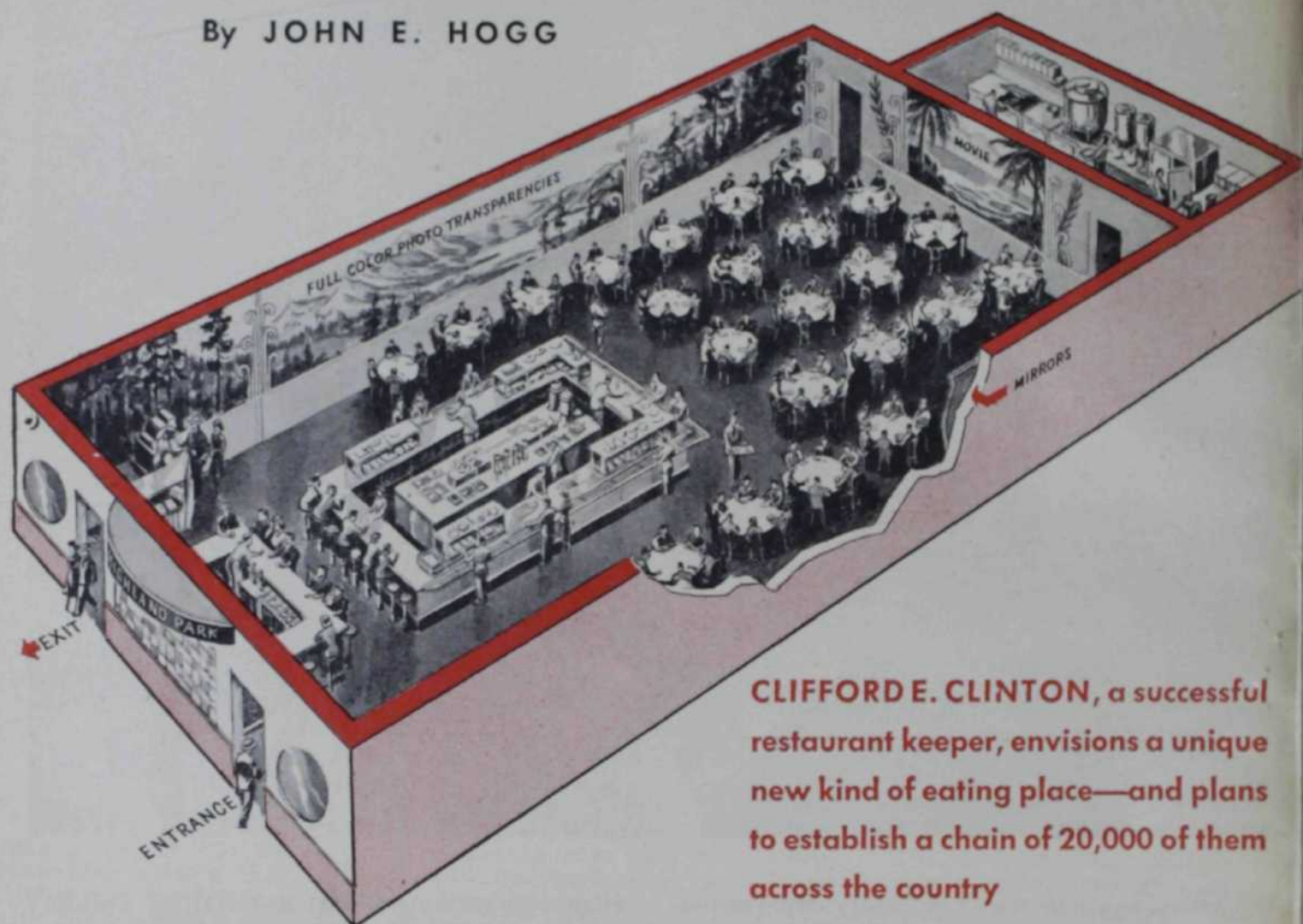
**LET'S FINISH  
THE JOB  
BUY  
VICTORY BONDS**

**AMERICAN RAILROADS**  
*-LOOKING AHEAD*



# Host to 15,000,000 Diners

By JOHN E. HOGG



**CLIFFORDE E. CLINTON**, a successful restaurant keeper, envisions a unique new kind of eating place—and plans to establish a chain of 20,000 of them across the country

**A** PLAN for a chain of 20,000 restaurants doing an annual volume of more than \$2,000,000,000 is a bold dream. Especially when they envision little or no profit from restaurant operations as such but expect to derive profit only from conversion of by-products ordinarily wasted, the dream fits into the class of night thoughts of the visionary. . . .

This will not bother the plan's proponent, Clifford E. Clinton, of Los Angeles, who is used to being regarded as a man whose ideas never hitched solidly enough to reality. In spite of that, he combined a truism and \$2,000 to run up a \$3,000,000-a-year restaurant business.

The truism is the hardly obscure fact that everyone likes to get full value for money spent—particularly when that money is spent for food. The shoe-string capital was the fruit

of years of careful saving. With this as a starter, Clinton left the presidency of a San Francisco restaurant chain in which he was but a third owner, to open a cafeteria in which he was free to apply his own ideas. That was 14 years ago.

Today he runs two huge "Clifton" cafeterias in downtown Los Angeles where customers put away a robust dinner for as little as 30 cents. On each check is printed:

"Regardless of the amount of this check our cashier will cheerfully accept whatever you wish to pay or you may dine free."

Clinton's father, Edmond J. Clinton, and his mother, Gertrude Hall Clinton, were both captains in the Salvation Army. At the time of his birth, August 3, 1900, his father was pioneering in the restaurant field on the West Coast—as had his father

before him—developing the cafeteria principle of food service. He had gone into the business to raise funds for his missionary work.

Once the money was raised, the parents toted the youngster off to China. There the family stayed until 1906 when they were forced to return so that the elder Clinton could straighten out his business affairs which had been disrupted by the San Francisco fire.

From that time until the first World War Clinton alternated between China and work in the food service business. The World War found him in France as a sergeant in the tank corps.

When he set up his first restaurant in the middle of a depression (1931), the skeptics were amused. By 1945 they were no longer laughing.

On the way up to the \$3,000,000



**Willys** Offers Industry a Versatile Motor Vehicle

# The Universal 'Jeep'



The "Jeep" pulls a string of trailers across the plant yard or across town. It will tow a 5,500-lb. trailer payload at highway speed, with reserve power for bad road conditions and ample braking ability.

In the Universal "Jeep," Willys presents a different conception of industrial motive power—a vehicle so versatile that you can use it for many varied jobs, keeping it at work more hours per day, more days per year.

*As a truck*, the "Jeep" carries 800-lb. loads in its sturdy steel body... goes almost anywhere, on or off the road... reaches places conventional trucks cannot go.

*As a tractor*, it tows materials trailers up steep ramps... pulls and powers any equipment a light tractor can handle.

*As a runabout*, the "Jeep" carries men to the job... goes where ordinary cars could not... does up to 60 miles an hour on the highway.

*As a mobile Power unit*, it delivers power to the

job. Power take-off furnishes up to 30 h.p. to operate compressors, generators, etc.

The Universal "Jeep" has the power-heart of the military "Jeep"—the mighty Willys Engine. To adapt this power to a wide range of uses, the "Jeep" has selective 2- and 4-wheel drive, with six speeds forward and two reverse.

See the "Jeep" at Willys dealers—and you'll see that there is a place in your business for this versatile vehicle.

*Willys-Overland Motors, Inc., Toledo 1, Ohio.*

## Get a 'Jeep'



The mighty "Jeep" has the power to deliver men and materials to hard-to-reach places in oil fields, in lumber and mining camps.



"Jeep" power take-off runs a compressor, making spray painting quick and easy in the plant and in remote field installations.

TO MILLIONS OF PEOPLE ALL OVER THE WORLD "JEEP" MEANS WILLYS



level Mr. Clinton turned in some strange performances. He served more than 1,000,000 free meals to persons without funds. He operated a credit system for meals. He operated free employment and housing services for his patrons. He maintains free advisory assistance and non-profit exchange services. No person has ever been turned away hungry, regardless of the state of his funds. And he refuses payment from patrons who are not satisfied.

### Meals at a low price

HE provides surroundings and atmosphere not available in the most exclusive night clubs—to the millions whose average check before the war was 27 cents. He has served nearly 2,000,000 'subsistence meals'—this is a good nourishing meal for five cents (free to those without funds) and a penny meal, consisting of a bowl of brown rice, hot broth and vegetables. He has given over 110,000 birthday cakes, free to patrons who have their birthday parties at his places.

Until the war limited the service, he operated a sightseeing service, giving a two-hour trip to any visitor to the city, without charge, and served sherbets and a soft drink—of his own origination—to all comers without charge, in addition to providing continuous programs of music and entertainment.

His employees are treated as "associates" and get better than prevailing wages and other benefits.

When World War II came along, he again enlisted as a private. Soon he became an officer. It was not long before the Army found it had a man who could turn a trick or two in feeding large numbers of persons well at low cost.

After nearly two years in active Army service he was reassigned to act as civilian consultant to the War Department, serving without remuneration with the Office of the Quartermaster General. For the past two years Clinton has been dashing between Washington and various military, Army-supervised production centers and overseas.

At one military post he rooted around in kitchens, talked with Army cooks and tinkered. When he had finished, he came up with some revolutionary suggestions. Result: Food waste was cut from one pound to four ounces per soldier.

The total saving of food at this one post totalled 400,000 pounds a year. Under the efforts of the Office of the Quartermaster General and the Food

Service Branch, plans of this character developed by Clinton and other civilian consultants and by a small group of officers, were placed in operation, resulting in improvements in the Army Food Service, and in saving many millions of dollars' worth of scarce foods.

At one Army post the unsnarling of an unsatisfactory refreshment bar service gave Clinton another idea. He watched the soldiers mill around hopelessly in a jam at a counter staffed by six girls, then charted a system by which the men filed behind the counter, filled their orders and left. The new system was staffed by only two girls.

"The equipment was not well adapted for this sort of thing," says Clinton, "but it was satisfactory. Incidentally, our receipts went up. In the original set-up many soldiers left without paying—probably because they could not fight their way to the cash register. In the new system we put the cash register at the exit end of the counter and one of the girls collected there."

That is the man who plans a national chain of 20,000 or more restaurants dotting every community in the Western Hemisphere.

If his plans go through, he would like to set up an organization making work for 400,000 in preparing and serving 8,000,000,000 pounds of food to 5,500,000,000 patrons annually (an average of over 15,000,000 meals a day).

These Community Centers, as he calls them, will be designed so that any urban community can support one unit for 5,000 of its population. In rural areas one unit would be sup-

ported by 10,000 to 15,000 people depending upon the volume of transient patrons from railroad, motor and plane traffic.

As he sees it, each food center will be attractively decorated and the customers can eat top-rate, low-cost meals to restful music. The meals will provide standardized perfection. The profit will be limited to a fraction of a cent per meal, with patrons paying whatever they think the meal is worth. If they don't leave the table satisfied, they will have the option of striding out without paying a cent.

First requirement of the plan, after completion of the research, the test operation of the ten first units (to be installed in Los Angeles) and the perfection of the key executive personnel, will be the selection of the 20,000 suitable locations, and buildings. Sites will be chosen preferably outside the congested high-rent areas.

These buildings will be acquired under short-term leases which will encourage owners to continue the lease as long as that unit of the chain exists.

### Planning the restaurants

THE next step will be to establish the construction and maintenance procedures, the assembly of the thousands of pieces of equipment for food processing, handling and service and the related activities.

Another important step is the work and research which must be completed on a simplified menu procedure and the selections of the 120 foods which will be chosen initially as menu components. After the menus are made—and this is done on the basis of popularity tests made in Clinton's own service of more than 100,000,000 meals and tests made in the army food service—the specific foods must be selected for the first year's menus. Specifications and formulas must be established. Only then can orders be placed with manufacturers.

In Clinton's judgment, completion of the project after initial research and the successful operation tests of the first ten units, will require ten years.

During the first six months after the proving of the initial ten test units, 100 community center units will be installed. After this they will be manufactured on the assembly line principle. During the next year, 600 will be installed and the acceleration then will be planned to coordinate with the food procurement program to reach the 20,000 goal within the ten-year period.

Standardizing all equipment will





# WHAT FMC Research & Engineering MEAN TO YOU:



## MR. AND MRS. AMERICA

...all benefit from FMC Research and Engineering. Because of what FMC accomplishes in creating new and better food packing equipment and processes, pumps, fire fighting apparatus, and scores of other products, you and every American can enjoy a higher standard of living. Your dollar buys more and better food than would otherwise be possible. You and your family and your property are safer. *You live better!*

FMC research men and engineers work as much in the field as in the drafting room and laboratory...see for themselves what the actual, on-the-spot problems and conditions are. Only this kind of Research and Engineering, backed by more than sixty years of experience, accounts for FMC's enviable "know how." That is why many other industries have come to us for expert help in solving specialized equipment building problems.

## FOOD MACHINERY CORPORATION FMC

EXECUTIVE OFFICES:  
SAN JOSE 5, CALIFORNIA

### MANUFACTURING DIVISIONS:

SPRAGUE-SELLS DIVISION, HOOPESTON, ILLINOIS  
PEERLESS PUMP DIVISION, LOS ANGELES & FRESNO, CALIFORNIA; CANTON, OHIO; QUINCY, ILLINOIS  
ANDERSON-BARNGROVER & BEAN-CUTLER DIVISIONS  
SAN JOSE, CALIFORNIA  
JOHN BEAN MFG. CO. DIVISION, LANSING, MICHIGAN  
NIAGARA SPRAYER & CHEMICAL COMPANY, INC.  
MIDDLEPORT, NEW YORK  
FOOD MACHINERY CORPORATION, RIVERSIDE, CALIF.;  
DUNEDIN AND LAKE LAND, FLA.; HARLINGEN, TEXAS

**Victory at less cost in lives...**  
"Water Buffalo" amphibious tanks, the amazing vehicles that fight on land and water, made possible successful landings with minimum loss of American lives. "Water Buffalos" were designed and engineered in cooperation with the Bureau of Ships, U.S. Navy, and built by Food Machinery Corporation.



**Wasteland turned into farmland**  
... Great areas of desert have been transformed into richly productive gardens by the magic touch of water, brought from deep underground by Peerless Pumps. Products of Food Machinery Corporation, Peerless Pumps are preferred wherever water is pumped for their greater efficiency and mechanical excellence.

**More food of better quality...**  
Insects and diseases which damage cattle and crops, are destroyed quickly and economically by FMC-made chemical dusts and sprays applied by FMC Spraying Equipment. Our 60 years of leadership in manufacturing this type of equipment is based upon originality of design and engineering superiority.



**More food to eat, less to throw away...** FMC research chemists originated and developed the famous Flavorseal Protective Process. Sprayed over freshly picked fruits and vegetables, Flavorseal preserves their original fresh qualities many extra days...materially reduces normal rate of shrinkage and spoilage...assures fresher produce.

**Better canned food at lower cost**  
...Leading canneries have used FMC Canning Equipment almost exclusively for many years. Food Machinery Corporation is recognized as the best source of canning equipment that increases yield, builds quality, saves labor, and lowers packing costs.



**Fires extinguished faster, without water damage...** Now accepted as the most effective means of extinguishing difficult fires, the idea of using water at extreme high pressure was conceived by FMC engineers. The FMC Original Fog Fire Fighter atomizes plain water to rapidly quench even oil and gasoline fires without water damage.





## SMASH-UP!

A SMASH-UP, all right—an automobile smash-up. But happily it's the harmless kind. Unfortunately, most auto accidents are far more serious in their results.

That's why Hardware Mutuals *policy back of the policy* is attracting thousands of new policyholders yearly.

Hardware Mutuals automobile protection is complete, sound, economical. It offers you prompt, twenty-four hour service from coast to coast, plus the very real advantages of the *policy back of the policy*. Equally important are substantial dividend savings to policyholders—over \$93,000,000 since organization. Enjoy these benefits. Be sure to hang onto them. Don't "trade" them for insurance that offers less when you get your new car.

### *The Policy Back of the Policy:*

*Our way of doing business that makes your interests our first consideration.*

Other types of Hardware Mutuals Insurance—fire, workmen's compensation, burglary, liability, plate glass, etc., offer similar advantages—with safety and economy.

Let our experienced, full-time representative show you the many other attractive features enjoyed by nearly half a million Hardware Mutuals policyholders. Increased peacetime driving hazards mean greater need for complete protection. You'll find the coverage and service you want in Hardware Mutuals *policy back of the policy*!

FEDERATED HARDWARE MUTUALS  
Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin  
Mutual Indemnity and Hardware Insurance Company, Home Office, Owatonna, Minnesota  
HARDWARE MUTUAL CASUALTY COMPANY  
Home Office, Stevens Point, Wisconsin

LICENSED IN EVERY STATE

# Hardware Mutuals

Stevens Point, Wis. ★ Owatonna, Minn. ★ Offices Coast to Coast  
Compensation, Automobile and other lines of non-assessable  
Casualty and Fire Insurance

reduce manufacturing and operating costs. It will also be possible for a few trucks to pull up in front of a leased location, move in the equipment and heat up the griddles overnight. Should a blight hit the neighborhood, the whole shop could be carted off with equal ease.

Low cost standardized equipment is but one of the many problems Clinton will have to solve before his chain can get under way. These include problems of food production, storage, transportation and refrigeration.

For more than three years members of Clinton's staff have been on the prowl through the United States, prospecting for ideas.

In this tour they have dug for every fact which conceivably has a bearing on food. They have got together figures on costs, packaging, processing, conservation. They have consulted food research experts, engineers, architects, dietitians, food manufacturers, makers of food-processing machinery and builders of restaurant equipment.

### New customers for cafeterias

IF this postwar plan works out as he would like to see it, Clinton thinks he may be able to tap a hitherto untouched type of customer—the working man and his housewife who do not often eat in restaurants.

The restaurants Clinton hopes to have in operation by 1955 will operate something like this:

The food everywhere will be of the same quality, quantity, service and price.

Each building will be air and sound conditioned.

The tables, chairs, dishware and each item of the service is the subject of intense research to fit the particular needs. For instance, the specially designed plastic service plates are being considered in a pattern as beautiful as the loveliest china—but drop one on the floor and it will bounce with hardly a sound.

The room itself will be medium-sized. Despite its compactness, it will give an illusion of size through a huge illuminated full-color photographic transparency that will fill one of the long side walls and be reflected in a mirror on the opposite wall.

There will be several food service bars, and the customer will approach the one serving the kind of meal he wants. If he wants a quick service lunch for 15 or 20 cents, he will go to the snack bar. If he wants soda fountain service, he can pick up a dish of ice cream, a malted milk or any other item at the self-service fountain. Here



# Rubber, Paper... No Matter What You're Processing, Here's Help From Petroleum!



## The Story of Process Products Research and Service



A new product from petroleum is used in processing Neoprene rubber to make it flexible at low temperatures.



Wax emulsions made from petroleum go into paper sizing to improve appearance, finish and printability.



Yes, even bowling pins owe something to petroleum. A Process Product is used to prevent checking during kiln drying.

Let's take a look through your plant... at your processing operations. Maybe everything's going all right, but there's always room for greater efficiency... for better goods, produced cheaper. Here's help toward that goal... Socony-Vacuum Process Products. The pictures on this page reveal a few of the hundreds of products from petroleum now improving operations and lowering costs in more than 30 U.S. industries. Additional products and new uses for present products are being added almost daily.

All of these products are available for your operations now. And back of them is our Process Products Service, specialists skilled in proper applications to your needs. Call your Socony-Vacuum Representative for facts and figures.

SOCONY-VACUUM OIL CO., INC.,  
26 Broadway, New York 4, N. Y., and  
Affiliates: Magnolia Petroleum Company;  
General Petroleum Corp. of California.



A product from petroleum serves as a mold lubricant in the making of glass bricks and many other glass articles.



They're everywhere, these new products from petroleum. Instance, one is used to bind tap wounds on maples.

**A New Service to Industry by  
SOCONY-VACUUM OIL CO., INC.**



## Build a Plant Down Where the South **BEGINS**



### *Every factor is a favorable factor for new factories!*

**D**OWN HERE at the top of the South—in the area between Richmond, Virginia, and Washington, D. C.—you'll find a Jewel of Industrial Opportunity for plant location or re-location.

This Jewel has many facets of interest to business executives: Fast transportation to the chief markets, both North and South. More space available for industrial operations, and there is plenty of room for expansion. Cheaper land; lower living costs; low taxes. A plentiful and abundant supply of cheap electricity and soft water. Mild climate the year 'round. And valuable human energy is conserved for productive use by the less hurried atmosphere of this section because workers' homes are nearby.

Yes, every factor is a favorable factor for factories located "down where the South begins", and a location here may conceivably be the big factor in future profits.

Our great fleet of new fast locomotives, plus substantial additional trackage, acquired for our enormous war transportation job—and the operating experience gained—combines to assure the best in present and future Service.

We know many strategic locations in this area and will provide you with complete and confidential service.

**RICHMOND,  
FREDERICKSBURG  
AND POTOMAC RAILROAD**

JOHN B. MORDECAI, TRAFFIC MANAGER,  
RICHMOND 20, VIRGINIA

there will be measured scoops for getting the desired amount of ice cream. There will be a choice of three types of meals: "Family Meal" for 30 cents, a "De Luxe Meal" for 50 cents and a "Special Steak Dinner" with all the trimmings for 65 cents. Prices may shift slightly with current food conditions but will remain essentially at or about these levels.

### **A meal for five cents**

CLINTON insists that he will maintain his policy of never turning any person away hungry regardless of his ability to pay. To meet this problem he commissioned the California Institute of Technology to develop a meal which could be sold for five cents or be given to those without funds. Dr. Henry Borsook, chief biochemist of California Institute of Technology, undertook the research and in cooperation with Clinton, the California Dehydrators Association and the F. W. Boltz Corporation, of Los Angeles, developed a little meal that contains one-third of a day's complete nutritive requirements, is fortified with necessary vitamins and minerals, is highly palatable, hot or cold. It is variable to avoid monotony, can be assembled, cooked and dehydrated at central plants—and requires only one-fifth normal shipping space.

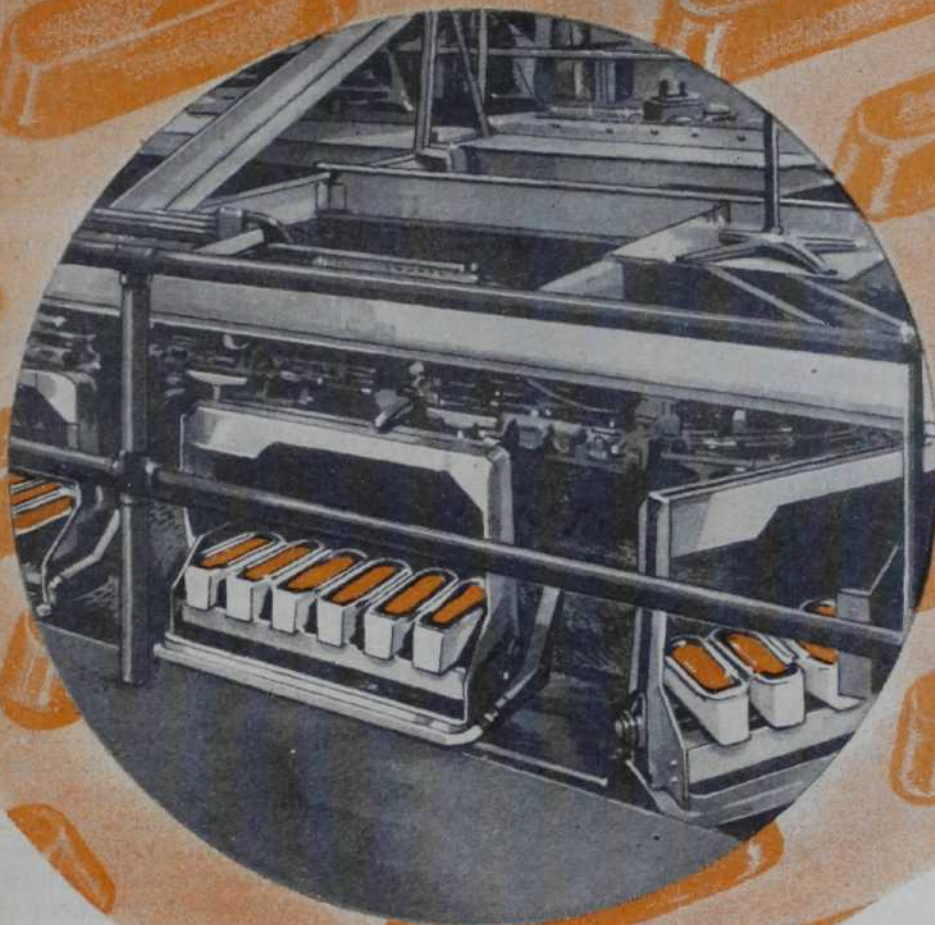
The Community Center chain will aim to serve between 500 and 750 meals daily. Each can stay in business if it takes in only slightly more than \$200 and earns a profit of \$2 to \$4 per day. If one place becomes too crowded, the plan calls for opening up another unit in some other part of the community.

Toward the rear of the dining hall will be a motion picture screen upon which will be shown, in full color, especially prepared 20-minute programs designed to be educational and conducive to leisurely digestion. They will be accompanied by unobtrusive recorded music.

The proposed food units will have no chefs as such. Clinton is aware that, with 20,000 chefs, there could be no such thing as standardized excellence in every dish of a meal. Instead he plans to have the restaurant supplied by a series of area commissaries, and little cooking will be done at the food center itself. There will be a kitchen in each, but it will be only a "food laboratory" where foods are reassembled and reconstituted for serving and set up from products pre-processed in the commissaries.

At present there is no way to foresee to what extent the Clinton food centers will be able to use frozen and





# HYDRAULIC- DRIVE CONVEYOR HANDLES 420 INGOTS CONTINUOUSLY

This Hydraulic Drive Conveyor system comprises 70 units of six molds each. Seventeen minutes of air cooling is followed by water cooling with mold temperatures properly regulated. This assures proper grain structure in all Michigan Smelting and Refining ingots. The very finest in mechanical equipment, plus over 50 years of experience in the refining of non-ferrous alloys, is available to you when you do business with this organization.

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*Division of*

**BOHN ALUMINUM & BRASS CORPORATION • Detroit 26, Michigan**

*General Offices Lafayette Building*



**NON-FERROUS SCRAP METAL REFINERS FOR**

**OVER 50 YEARS**





The tumult of battle has ended,  
And the living their blankets have spread.  
The shadows of night have descended  
Like a curtain to shelter the dead.

Then hark to the bugles playing  
With notes silvery clear, as a bell.  
'Tis the soldiers' divine way of saying:  
"God keep you, our dead, and farewell."

by Lt. Frank William Quinn  
Commanding Officer  
152nd Bomb Disposal Squad

Now the war is won our task is to be worthy of the great sacrifices of our men.

Detroit Tap & Tool Company honors our heroes. And to our men and women returning to civilian occupations from unselfish service to America, we pledge our fullest cooperation with American industry in developing precision production, thereby helping to create better operations and more employment.

**DETROIT**  
TAP & TOOL CO.

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GROUND TAPS • GROUND THREAD HOBS • THREAD GAGES • SPECIAL THREADING TOOLS AND GAGES

for dehydrated food products. An indication, however, is the fact that already a choice T-bone steak can be cut from a side of beef in a packing house in Buenos Aires, precooked there and served in Duluth six weeks later. From the freshly killed animal the steak goes on the grill and is 75 per cent precooked. It is then quick-frozen and remains frozen until it arrives at the point of consumption. Then it is thawed, quickly grilled and served.

### Improved processing of foods

THE way the armed forces have used dehydrated foods has shown how this technique can be used to salvage surplus crops and how such foods can be carried at a fraction of the haulage charge on bulky, heavy water-bearing foods.

In the Clinton Community Centers it will be possible to dine without worrying about vitamin deficiencies. The vitamin content of Food Center meals will be safeguarded from farm soil to the patrons' plates.

Another big forward step contemplated will be in the dishwashing system. By using standardized methods dishwashing will be reduced to a series of machine operations which will leave every piece of tableware clean, dry and bacteriologically sterile.

Through such operational economies Mr. Clinton believes the building of meals can be handled as efficiently and cheaply as the mass production of any other article.

Heretofore nearly every restaurant has had a serious and often expensive problem on its hands in getting rid of kitchen and table refuse and salvageable materials—as paper, wood, tin, sacks and food waste. To this problem Clinton also has an answer. He proposes to turn these materials into a source of income that will actually be greater than the food center profit margin on meals. He visualizes a process by which all salvageable materials will be converted into by-products. For instance, table refuse will go into pressure cookers while still fresh, be quickly cooked and dehydrated. In this form it will be a base for a highly nutritive animal food.

With the war behind us, the Clinton plans move one step nearer the day of expansion. How long it will be before the first customer walks through the first door of one of the new Food Centers, it is still too early to say. Until that day nothing will be left undone to push the research and experimentation necessary to translate the dream into reality.





## Look Ahead . . . Look South

How's *your* business outlook these days?

*Are you looking ahead?* To expanded markets . . . to the economical manufacture and distribution of your products through easily available sources of raw materials, skilled labor, cheap power and fuel, and excellent transportation.

*Are you looking South?* For temperate climate all year 'round . . . for a greater increase in consumer buying than that of any other section

of the country . . . for abounding raw materials . . . for skilled workers . . . for cheap and plentiful power and fuel . . . for efficient, dependable transportation on the 8,000-mile network of the Southern Railway System that "serves the South."

Maybe you can improve *your* business outlook if you—*Look Ahead . . . Look South!*

*Ernest E. Harris*  
President

## SOUTHERN RAILWAY SYSTEM

*The Southern Serves the South*



## So You're Going to Europe

(Continued from page 32)

is that of a lot of Frenchmen sitting around in cafés, drinking and smoking American cigarettes. It's difficult to get anybody excited about doing anything."

In February, guests at the Bal Tabarin, No. 1 Paris night club, were 95 per cent American soldiers. By July, they were 50 per cent French civilians. In other night clubs, French made up 90 per cent of the patrons. Sidewalk cafés are jammed with civilians during the day.

One business man's analysis may or may not be correct.

"A lot of French either made money during the occupation or had it left from earlier days. They're afraid that government levies may tax their wealth out of existence. They prefer to wait and see, and meanwhile to have a good time."

Nor is the trouble only with the French "upper classes." Some U. S. Army officers have been known to remark:

"I'd rather have one German prisoner of war working for me than five Frenchmen." Others put the ratio at one to ten.

The French workers seem to have suffered in skill. They excuse themselves by pointing out that, after five years of constant sabotaging of German effort, it's not easy to change overnight.

### Inefficiency of labor

ABSENTEEISM is high. This story, told to an American business man by a Frenchman, may or may not be apocryphal. But it illustrates the situation. Workers at a rubber plant stayed away from the job at such a rate that the management finally devised a bonus of one bicycle tire a month for everyone with a perfect attendance record. For a while there was an improvement, but soon the record slumped again. In desperation, the management issued an ultimatum: If there were no improvement, it would take back tires already issued.

At this point came another kind of ultimatum, from the labor union. Not only must the management dismiss all idea of taking back tires, but in the future, it would have to give two bicycle tires a month to every worker

and a third to those with perfect attendance records.

But the situation must be viewed fairly. For French workers in the cities face appalling food problems. For months no worker of average income has been able to get enough food in the cities and has had to go out into the countryside. Six or eight months ago, he could gather his food by taking an hour's bicycle ride. Now he may have to pedal 100 or more kilometers before he can find an adequate supply. That may take a week-end. It is not unusual for city people to go into the country for two weeks at a time to fatten themselves up sufficiently to live for another two months on the small rations in the city.

So the American abroad to re-establish his factories in France—and, for that matter, all over the Continent—has to face these problems of lethargic native executives, absent and hungry workers, and transportation breakdowns that not merely restrict his own travel but hamper the movement of raw materials and finished products.

### Complications of trade

BUT the American there to re-establish the flow of goods from the states to foreign markets faces even tougher difficulties.

There's the matter of dollar exchange, a subject complex and important enough by itself to warrant a whole series of articles.

Take Spain. It's true that Spain, as a nation, has advanced little in the past decade. Reports indicate that the average man in the street in Spain today, almost ten years after the Civil War, has just about reached the stage where he was some 15 or 16 years ago in terms of the comforts of everyday living. But perhaps Spain's backwardness in comparison with other European countries is counter-balanced by the fact that it did escape being an actual battleground in this just-ended war.

At any rate, Spain, like many other European countries, is suffering from an acute shortage of dollars. And Spain, during its "peace" in the midst of a surrounding war, has had time to find out what that shortage can mean.

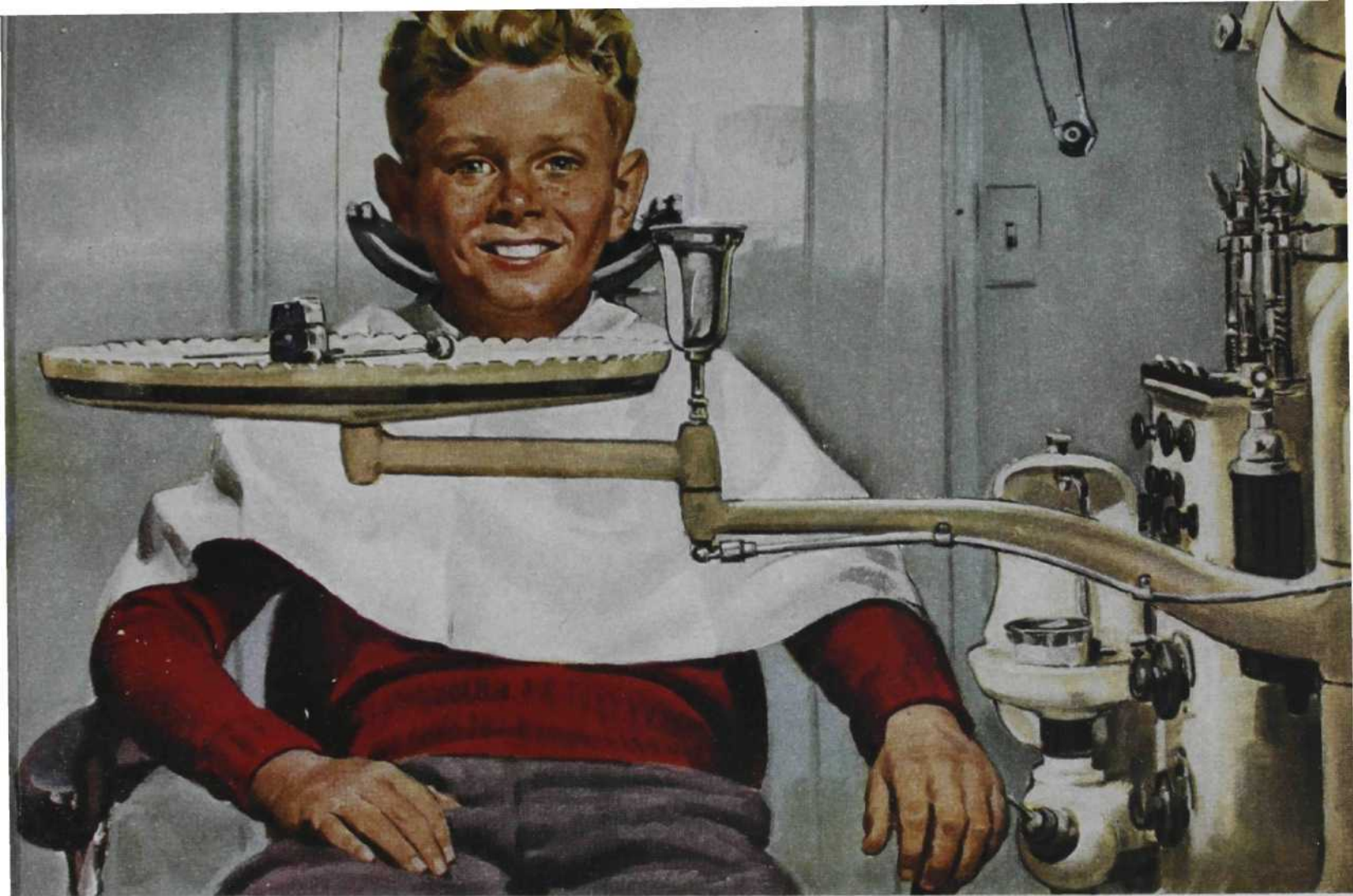
The business man going to Spain today is immediately struck with the eagerness of the Spanish to buy American goods, their awareness that they haven't the dollars to do so, and their hungry hope that a way can be found.

One Spanish firm used to import American refrigerators at 2,500 pesetas. Today it has to make its own



The French like our movies but American film executives fear French exhibitor trusts may prevent their future distribution





## "Didn't Hurt a Bit!"

OUR YOUNG FRIEND means exactly that. He wasn't hurt a bit. And what happened to him is now the rule—not the exception.

For today dentists—as well as physicians and surgeons—have at their disposal many safe and effective pain preventives.

These merciful preparations fall into two types, *analgesics* which are used to reduce pain, and *anesthetics* which are used to abolish all sensation.

Whichever type your dentist or physician decides is indicated, you can know that his methods and understanding of pain prevention represent almost incredible progress in recent years. They are a far cry indeed from the effort of

Sir Humphry Davy, who first discovered the anesthetic effects of nitrous oxide back in 1800.

Regardless of the type of pain preventive which may be selected to meet your requirements, you may be increasingly confident of its purity and effectiveness.

For the pharmaceutical manufacturers who make *anesthetics* and *analgesics* now have available to them a wide variety of scientifically produced synthetic organic chemicals from which to select their raw materials. The quality and potency of these chemicals are of assured uniformity because they are man-made under strict, scientific control. And, untiring research is continually increasing the number available for use in the prevention of pain.

*Many of today's synthetic organic chemicals were developed through research by CARBIDE AND CARBON CHEMICALS CORPORATION. More than 160 of these chemicals are now produced as raw materials for industry by this one Unit of UCC. Among these are diethylethanolamine used by pharmaceutical manufacturers as an intermediate in the preparation of novocaine so familiar to dental practice . . . acetic anhydride used in the synthesis of aspirin and other analgesics . . . and others like ethyl ether, ethanol, dichlorethyl ether, dimethylethanolamine, and methyldiethanolamine, which serve in important ways in the preparation of pain preventives.*

**FREE:** If you'd like a full color reproduction of this painting, without advertising, write UNION CARBIDE, Dept. N-11, New York City.

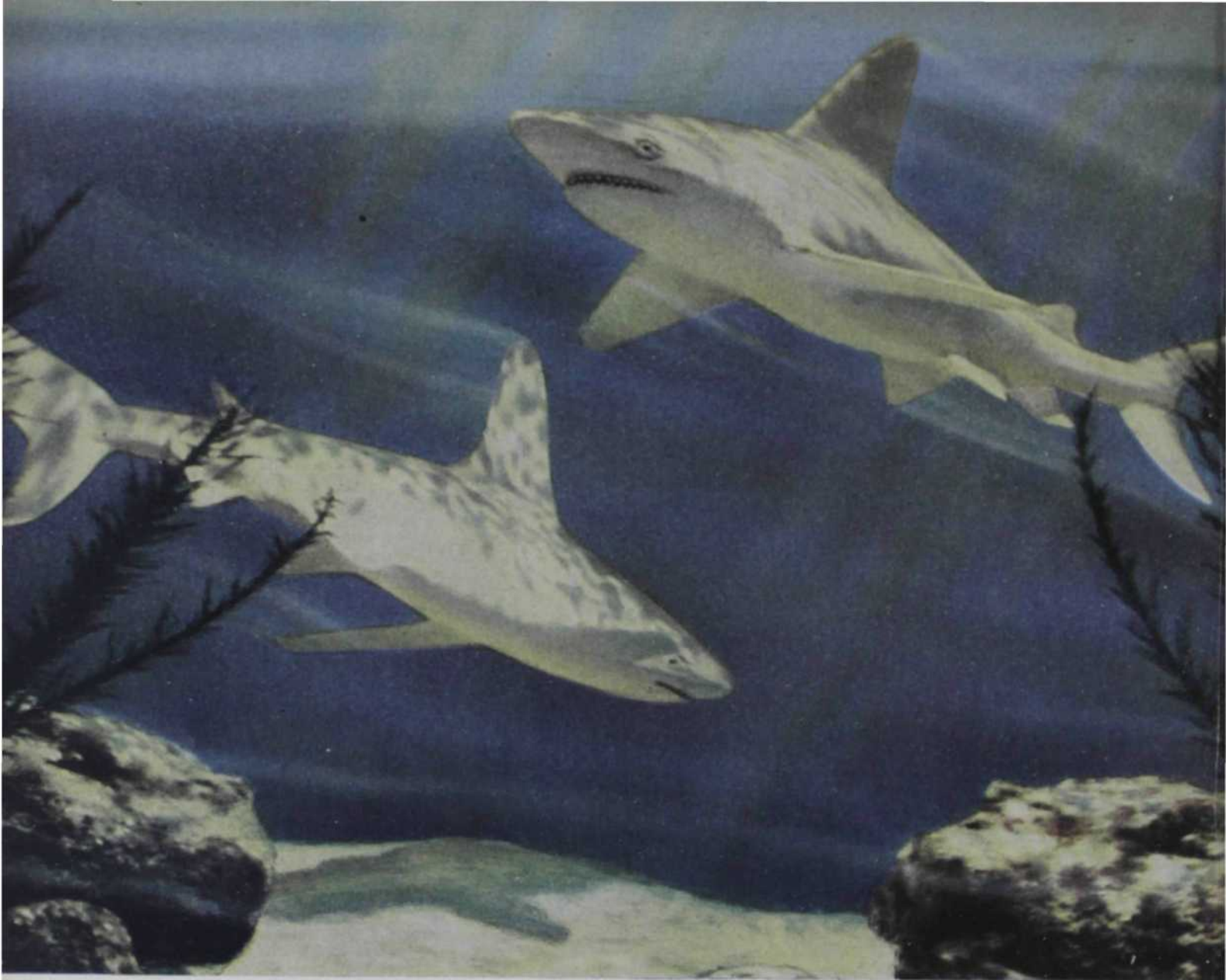
## UNION CARBIDE AND CARBON CORPORATION

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### Principal Units in the United States and their Products

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**INDUSTRIAL GASES AND CARBIDE**—The Linde Air Products Company, The Oxweld Railroad Service Company, The Prest-O-Lite Company, Inc.





*One of a series illustrating Cyanamid's many activities.*

## THEY'RE AFRAID OF THE DARK!

Among the perils that beset men adrift at sea, few are more dreaded than man-eating sharks, which are an ever-present menace to our sailors and flyers who may be forced down in shark-infested waters. But fortunately, sharks have one characteristic trait: they're apparently afraid of the dark!

To foil these "tigers of the deep," an effective "shark chaser" has been developed which takes advantage of this apparent fear of dark objects and dark areas, plus the shark's dislike of certain chemical salts. It is a combination of a special black dye and an odorous chemical salt offensive to sharks but not to humans. The dye was developed by Calco Chemical Division of American Cyanamid Company in cooperation with the Naval Research Laboratory of the

Bureau of Ships. When released from its water-tight packet, it forms an inky black cloud in the sea which sharks will avoid like a plague.

Calco was able to give this dye exactly the right qualities needed for this purpose—rapid, easy solution, and the desired rate of diffusion in salt water—because of its advanced experience and the knowledge gained in producing dyes for almost every conceivable purpose.

Calco's large-scale production facilities, too, served in good stead in providing the hundreds of thousands of pounds of the dye for these chemical "shark chasers," which, along with Calco's now famed "Life Jacket Dye Markers," are standard

equipment for several branches of our armed services. Here is a dramatic case where Cyanamid chemistry is helping to save lives as well as to promote industrial progress.



**American  
Cyanamid Company**

30 ROCKEFELLER PLAZA, NEW YORK 20, N. Y.



in a little factory near Madrid. Labor cost is low; as low, in fact, as \$1.25 a day. But that isn't everything. Know-how and facilities count, too. In this case, the lack counts heavily. The best this Spanish firm can do is to produce a refrigerator at 12,000 pesetas; and to find that it made more money when it imported them at just about one-fifth that price.

What's the answer? The American business man will have to find it—not only in Spain but all over the Continent—before his trips can produce any large-scale results.

He faces other tough problems.

"When Europeans want to do business with us," one executive stated it succinctly, "they want to do it on their own terms and their governments back them."

### Official aid to home film

FRANCE and the motion picture industry is a good example. There, say American film officials bitterly, film men are making every effort—with the help of the French government—to make it as disagreeable as possible for Americans trying to line up future distribution.

One of the latest offers by the French to U. S. film companies is a division of films into two categories—international and non-international. International includes American films which must be sold for 45 per cent of the gross.

But, say Americans, note the trick: What the French, in making the offer, don't point out is that their exhibitor trusts prohibit French theaters from buying at above 40 per cent of gross. This, in effect, bars American films.

What has happened in France is that the Germans, during the occupation, simplified the problems of French movie producers, whether or not they meant to, for the peacetime. Nazi edicts banned double features and abolished flat rental deals. Thus the need for fewer films permits the limited French film industry capacity to suffice, the opportunity to establish better percentage deals ups the profit margin. With a new lease on life, the French industry is doing everything in its power to keep American competition to the minimum.

Returning film officials point out significantly that what is going on in France in regard to films is being watched by Switzerland, Norway, Denmark, Holland and Belgium where the same feeling prevails as in France in regard to American films and other products.

And business men are looking eagerly toward the U. S. State De-

## If History Repeats... Will Your Losses Jump?



**Credit Losses Jumped** after World War I. In three years the number of business failures mounted to 367% of the 1919 total. Current liabilities of failures climbed even faster... to 553.7% of the 1919 total in just two years.

**Will History Repeat?** No one knows. That's why manufacturers and wholesalers in over 150 lines of business carry American Credit Insurance... which **GUARANTEES PAYMENT** of accounts receivable for goods shipped... **pays you when your customers can't.**

**"Credit Loss Control"**... a new, timely book for executives... may mean the difference between profit and loss for your business in the months and years of uncertainty that lie ahead. For a free copy address: American Credit Indemnity Company of New York, Dept. 41, Baltimore 2, Maryland.

*J. T. Fadden*  
 PRESIDENT



**American  
 Credit Insurance**

**Pays You When  
 Your Customers Can't**



# A REPORT TO INDUSTRIALISTS

NORTH CAROLINA has the resources, actual and potential, for new industries.

During the last half century there has been built in North Carolina the greatest textile mill industry in the United States, an industry that was new to North Carolina and the South but already old in manufacturing and marketing techniques.

During the same period there was also built in North Carolina the greatest household furniture industry in the United States, also then new to North Carolina and the South.

And, in a similar period there was built in North Carolina the greatest tobacco industry in the United States. Here was fashioned the mechanical, financial and marketing techniques of the tobacco industry, techniques which have revolutionized the selling of mass consumer goods.

Enterprise in these fields has meant much to North Carolina. It has changed the State from an almost totally agricultural community to about 12th place in the nation as a manufacturing state.\*

North Carolina has labor, and the record proves it, that is capable of learning new skills and techniques and is willing to work—a supply of men and women workers with the ability to help build new industrial empires.

Thousands of North Carolina men and women workers learned new skills in wartime work. Today they stand ready to turn these newly acquired skills to the production of peacetime goods.

Industrial opportunities are varied in North Carolina. Here is produced one-fourth of the peanuts harvested in the United States, but the amount of peanut products manufactured in the State is negligible.

North Carolina pioneered in the growing of soybeans, today is a real factor in the production of this crop, and yet there is little soybean processing in the State.

No other state equals North Carolina in the production of sweet potatoes, and here is the basis for a great alcohol and starch industry.

North Carolina has great forest resources; and fish oil, cake and meal possibilities—five percent of this latter industry already being located in the State with the surface barely scratched.

Mineral resources, including coal, mica, clays, iron, manganese, tungsten and magnesium, to mention only a few, await the touch of business enterprise that built the great and profitable textiles, furniture and tobacco industries.

.....

North Carolina invites Industrialists with imagination, with vision and faith in the future of America, to turn their eyes our way. North Carolina's friendly people will help you build new industries. Write to Department 3385, Department of Conservation and Development, Raleigh, North Carolina.

*\*Data from "North Carolina's New Industrial Opportunity," published by the North Carolina State Planning Board.*

## NORTH CAROLINA

partment. Walter Gould, foreign sales manager for United Artists, sums up the problem:

"Business men need help now—not in their daily negotiations on regular commercial levels, but in matter of state policy."

Such are the difficulties related by homecoming executives as an increasing number of business men head for Europe to do what they can to re-establish trade. Perhaps the story told by one returnee best sums up those difficulties.

As he left Paris, he met an American in the railway station. The latter was trundling a couple of suitcases, groaning under the burden.

"I've got calluses on my back from these bags, bags under my eyes from no sleep, dysentery from the food. I've got a pocketful of redtape, a headache from trying to untangle it, and an expense account that looks like the war debt. I'm on my way to Spain, then to Switzerland, Holland, Belgium and Norway. If you're on your way home, send me a helmet. I can't even get that from the Embassy here. And, brother, this is war!"

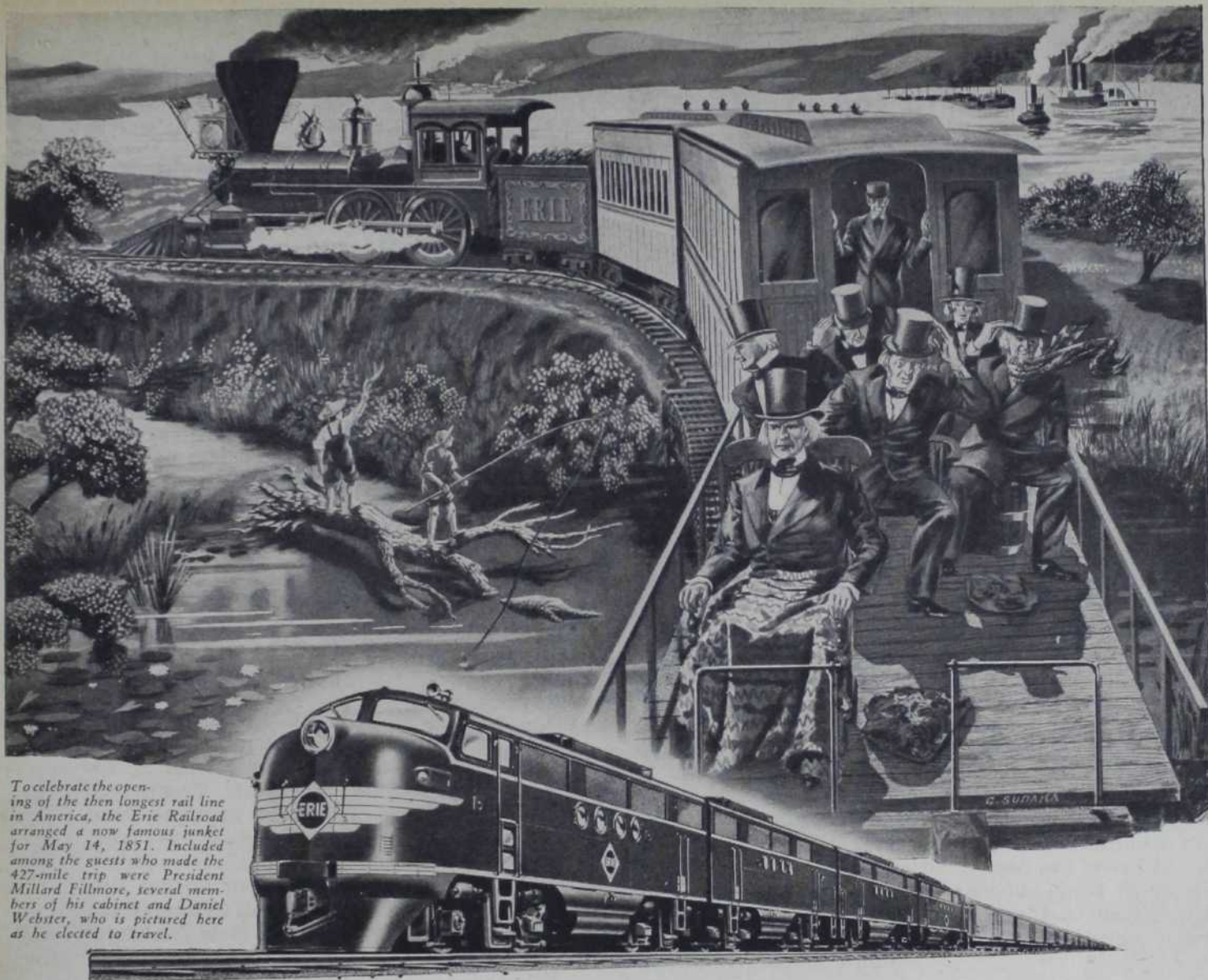


### Shares His Trade

Irving I. Hertz, owner of two shoe repair shops in San Diego, Calif., wanted to help wounded service men, particularly those uncertain of their ability to earn a living. After talking with Marine Lt. M. M. Thompson, educational services officer at the San Diego Naval Hospital, he arranged to move one of his shops into the hospital where he could teach his trade to interested patients.

Under Mr. Hertz' sympathetic guidance, more than 100 veterans have learned the shoe repair business. About 75 of the veterans are already following their new trade, many owning their own shops.





To celebrate the opening of the then longest rail line in America, the Erie Railroad arranged a now famous junket for May 14, 1851. Included among the guests who made the 427-mile trip were President Millard Fillmore, several members of his cabinet and Daniel Webster, who is pictured here as he elected to travel.

## SAMPLE OF THE NEW AND BETTER

In his hair was the snow of 69 active years—but in the heart and mind of Daniel Webster was ever-youthful eagerness to sample new and better things.

So when the Erie Railroad celebrated the opening of the first "long" rail line, he prescribed his own accommodations. Other distinguished guests could ride in coaches if they preferred — Mr. Webster would take a rocking chair on an open flatcar, so as not to miss anything new and exciting.

Were he with us today, Daniel would still find new and better things along the lines of the Erie. Heavy grades that "bottlenecked" freight movements for a long time, have bowed down before

General Motors Diesel locomotives — and long strings of freight cars now move with dependable on-time regularity without split-up between Chicago and Jersey City.

Here, as in the service of 83 other major lines and heavy industries, this modern motive power is dramatically heralding new and better things to come.

For their great power, their speed, their unmatched smoothness make one thing clear: *When whole lines become completely GM Dieselized, schedules can be clipped, costs still more reduced—and all your travels blessed with fresh new comfort and ease.*

**KEEP AMERICA STRONG  
BUY VICTORY BONDS**



LOCOMOTIVES ..... **ELECTRO-MOTIVE DIVISION**, La Grange, Ill.

SINGLE ENGINES ... Up to 200 H.P.)  
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DETROIT DIESEL ENGINE DIVISION, Detroit 23, Mich.

ENGINES ..... 150 to 2000 H.P. .... CLEVELAND DIESEL ENGINE DIVISION, Cleveland 11, Ohio



## Ten Clues to the President's Plans

(Continued from page 30)

Agriculture. While Mr. Anderson has a reputation as a New Dealer and makes no pretension to knowledge of dirt farming, the choice was popular. Republicans led the drive to make him food czar, an enthusiasm that was gratifying although tinged with awareness the opposition considered any change for the best.

Mr. Anderson is the son of a Swedish immigrant. He was born in South Dakota and educated at Dakota Wesleyan and the University of Michigan. He went to the Southwest as a newspaper reporter and editor and remained to found an insurance agency, become president of Rotary International and go to Congress. On Capitol Hill he became a devout follower of Roosevelt even to duplicating the Roosevelt smile. Undeniably he has charm and good humor as evidenced by eager collection of cartoons depicting him on the hot spot.

Service as chairman of the house food investigating committee and experience in cattle loans gave him his background for his post and put him into the limelight. Once in the saddle, Mr. Anderson has been shouting that the nation needs abundant food production and that there need be no fear of surpluses now or in the future.

### New plans for labor

ANOTHER tall cabinet member is Lewis B. Schwellenbach, former Senator from Washington, who successfully sought release from the federal bench from his old Senate colleague. The 50 year old, balding Washingtonian was put into the Labor Department, which had been sidetracked into a statistical gathering agency under the long tenure of Frances Perkins.

Soft-spoken, easy going Mr. Schwellenbach was an ardent New Dealer during his Senate service, but he was not adept at politics in his home state and wrangled a judgeship in 1940 when it became apparent that he was headed for certain defeat if he should try for reelection. Schwellenbach was crying for an end to poverty on political platforms and advocating public ownership of utilities before the New Deal.

Now he has mellowed somewhat with the years and looks before he opens his mouth. He launched his

tenure with a program of integrating the various labor agencies within the Labor Department and working for a sound wage stabilization program.

Still another six footer has been brought into the Cabinet by the average-sized President, in Thomas Campbell Clark, affable Texan. Mr. Clark's friendliness is infectious and people end up by calling him "Tom" during the first meeting. He is descended from a family of lawyers, one of his ancestors, William H. Clark, was solicitor for the British Government in Ireland, which was a job also a bit on the tough side.

Mr. Clark was doing nicely in Dallas, Texas, when he threw up private practice to enter the government service at \$5,000 a year in the war risk division. He catapulted rapidly through various posts to the Attorney Generalship as the result of the support of Speaker Rayburn and Tom Connally, picturesque senior Senator from the Lone Star state. His selection was regarded as a sharp shift to the right from Francis Biddle, his Philadelphia lawyer predecessor.

### Boss of war procurement

THE newest member of the cabinet family is tough, direct Robert Porter Patterson, ex-soldier, ex-federal judge and, if not actually an ex-Republican, one who wholeheartedly joined the New Deal. As Undersecretary of War he bossed the war production program and, as a result, the national economy, having vast powers directly or indirectly over prices, wages, food, raw materials, entertainment, recreation, education and other phases of the American way of life.

Mr. Patterson is a man of great singleness of purpose. Frankfurter speaks of him as being "all of a piece." Sidney Hillman, politico-labor leader, has cleared Patterson as a real labor man. At one time it was held possible—and it still may be—that Patterson would be labor's candidate for the White House.

At the outbreak of the war in 1939, Patterson, a member of the United States Circuit Court of Appeals, advocated peacetime conscription in the United States as a means of building up an American army which would one day go to the rescue of Britain. By way of offering an example he went to a training camp where he

was found emptying garbage pails when he was notified of his appointment to the little Cabinet. In the post he worked tirelessly to bring the United States into the war as a formidable ally against the axis. Mr. Patterson had hated Germany from his days as a captain and later major of infantry in France in 1918, when he won the Distinguished Service Cross for gallantry in action.

The new secretary of war, 54 years old, was born in New York and educated at Union College in Schenectady, N. Y., and the Harvard Law School. Although he was a member of a Wall Street law firm before he was appointed a federal judge by President Hoover in 1930, he is counted as a New Deal stalwart. He appeared before congressional committees to plead for drafting men and women for industry and agriculture and other White House schemes in the Roosevelt days. He is uncompromising once his course has been set.

### Justice of Supreme Court

ANOTHER Republican to receive a White House plum is shy but determined Senator Harold H. Burton of Ohio, who is Mr. Truman's first appointee to the Supreme Court. Coming to the Senate in 1941 from a legal background in Cleveland, featured by service as mayor of that city, he interested himself in foreign affairs. He supported the New Deal foreign policy by lending his name to the Burton, Ball, Hatch, Hill resolution favoring American participation in an international organization to keep the peace. However, he did not join up with the New Deal so far as to support the fourth term candidacy of FDR as did his colleague Sen. Joseph Ball, Minnesota Republican.

The 57 year old justice is a friend of the President, having served as a member of the Senate Special Committee to Investigate the National Defense Program, popularly known as the Truman committee. This friendship—as well as some political considerations—is generally believed to have dictated the selection of this Republican to bolster that party's strength in the high court, reduced to Chief Justice Stone upon the recent resignation of Justice Roberts. The political consideration was that Burton's elevation would bring the appointment of a Democrat from the Buckeye state for the critical 1946 congressional campaign.

In another key post Truman placed an old friend, John W. Snyder, vice president of the First National Bank







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of St. Louis, who was first named head of RFC and then reconversion director. Snyder, 48 years old, served in World War I in the same division as the President. When Truman was inaugurated as vice president, Mr. Snyder feted him. When Miss Margaret Truman, the President's only child, broke champagne over the prow of the U.S.S. Missouri, the Snyders accompanied the Trumans to the ceremony. Mr. Snyder's appointment typifies the personal appointments made by the new President, which include designation of his high school classmate, Charles Ross of the St. Louis Post Dispatch as press secretary.

### Some aides are held over

THESE are the men Mr. Truman has gathered around him. They and the men he has permitted to remain give an insight into how he will discharge the duties of the highest office in the land. Chief among the latter are Henry A. Wallace, Harold L. Ickes and Samuel I. Rosenman.

Wallace, the darling of the radicals, from whom Truman snatched the nomination that led to the White House, it is generally agreed, can stay in the Cabinet as long as he suppresses his presidential aspirations. He can dream dreams of 60,000,000 jobs as long as he doesn't begin moving in on the one at 1600 Pennsylvania Avenue. Meanwhile, he is being by-passed on reconversion, which by rights should be in the province of the Department of Commerce, as was Secretary Perkins in the Department of Labor in the Roosevelt administration.

Slated for early Cabinet retirement was the crusty custodian of the Interior Department, but the wily veteran of many a capital feud, in a ferocious stand, prevented invasion of his lair. His story, told with a mixture of chuckles and invective, is that he threatened to publish a final edition of his memoirs emphasizing the betrayal of liberal elements by those now in power.

"Blackmail?" the self-styled curmudgeon said to one in whom he confided. "Maybe, but it's effective."

Last but by no means the least in this array is "Sammy the Rose," ghost writer, confidant and intimate friend of the late President, who is now lending his assorted talents to his successor. Rosenman, who maintains a close alliance with Frankfurter, has declared that he thought Roosevelt had a grasp of government, but he finds that Truman's hold is so much greater that he is the devotedly blind follower of his new commander in

chief. Mr. Truman has not claimed the latter title, which was the dearest possession of his predecessor, even though Rosenman offered it to him.

Rosenman is credited in New Deal circles with originating the ill-fated Supreme Court packing scheme, which was Mr. Roosevelt's bitterest congressional defeat, and also with sparking the opera-bouffe sedition trial, which the new administration apparently desires to forget along with other feuds of the New Deal. Personally retiring and somewhat shy, Rosenman is a mental dynamo capable of deep and abiding hates.

And up on Capitol Hill are a number of men who must be reckoned with in any prediction as to which way the Truman administration will go. These men, all intensely ambitious as politicians are—and no disrespect is intended in the term politician—know Truman. Some were unsuccessful in their bids for the vice presidency. Others have had long experience and feel well qualified to modify his programs in guiding them through Congress.

If any congressional bloc is to shape the destinies of the Truman administration, the membership will include Senate Majority Leader Barkley, twice out of the running in races for the vice presidential nomination; Senator George, the old gray fox of the Finance Committee; Speaker Rayburn, another vice presidential also ran, and Representative Doughton, the venerable and able chairman of the powerful House Ways and Means Committee.

### Building the policy

THESE are the architects of the Truman administration. Putting them all together they spell the President's desire to please all factions with a middle of the road policy as the best means of holding on to his prized popularity. Byrnes is a conservative southerner; Anderson is a liberal westerner; Clark is to the right of center; Schwellenbach is to the left; Vinson is a political war horse trained to pull on the right of a team although the New Deal shifted him to left harness; Patterson is a traditional Republican who lunged to the left in a consuming passion to win the war; Burton is a more conservative Republican who flirted with the New Deal because of internationalist convictions; Snyder is a good friend and sound banker and Hannegan has the natural conservatism of a machine politician, but he will shift to either side of the line to carry the ball over the goal line of the 1948 election.



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*Superman!*"



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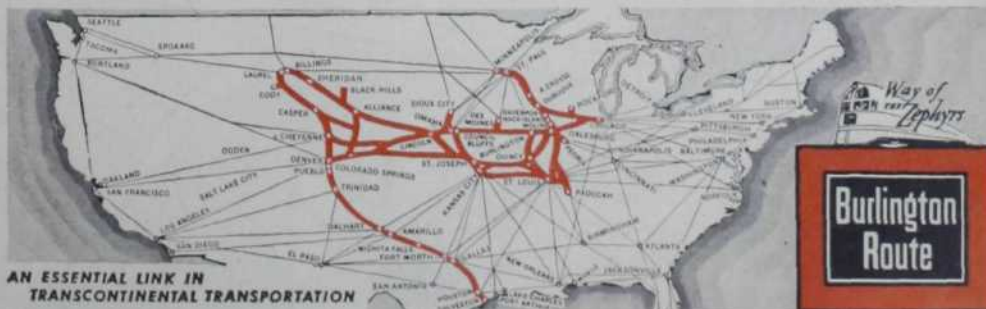
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ONLY SOMEBODY with a strong sense of humor and a high degree of tolerance for the foibles of his fellow citizens could long survive as executive secretary to a United States senator. Comparatively, the keeper of a madhouse has nothing to worry him. Still, there are reasons why the job appeals to a number of intelligent people. Some strong characters have lasted 30 years at it without meeting the man in the white coat with the butterfly net and wagon.

Moreover, there are also reasons why people should know more about this worst job in the world. Among the "know-how" people in Washington and out of it, for that matter, there's one solid, workable rule:

If you really want action on something in Washington—provided you have a legitimate case—get a senate secretary

interested. He (or she) can save you time and effort.

Many a local organization has wasted thousands of dollars on trips to Washington which would have been unnecessary if the personal interest of a senate secretary had been solicited. Many an earnest visitor has twiddled his toes for weeks in Washington waiting rooms. A few quiet words from a senate secretary could have got him in before noon, and he could have taken the 5:55 back home.

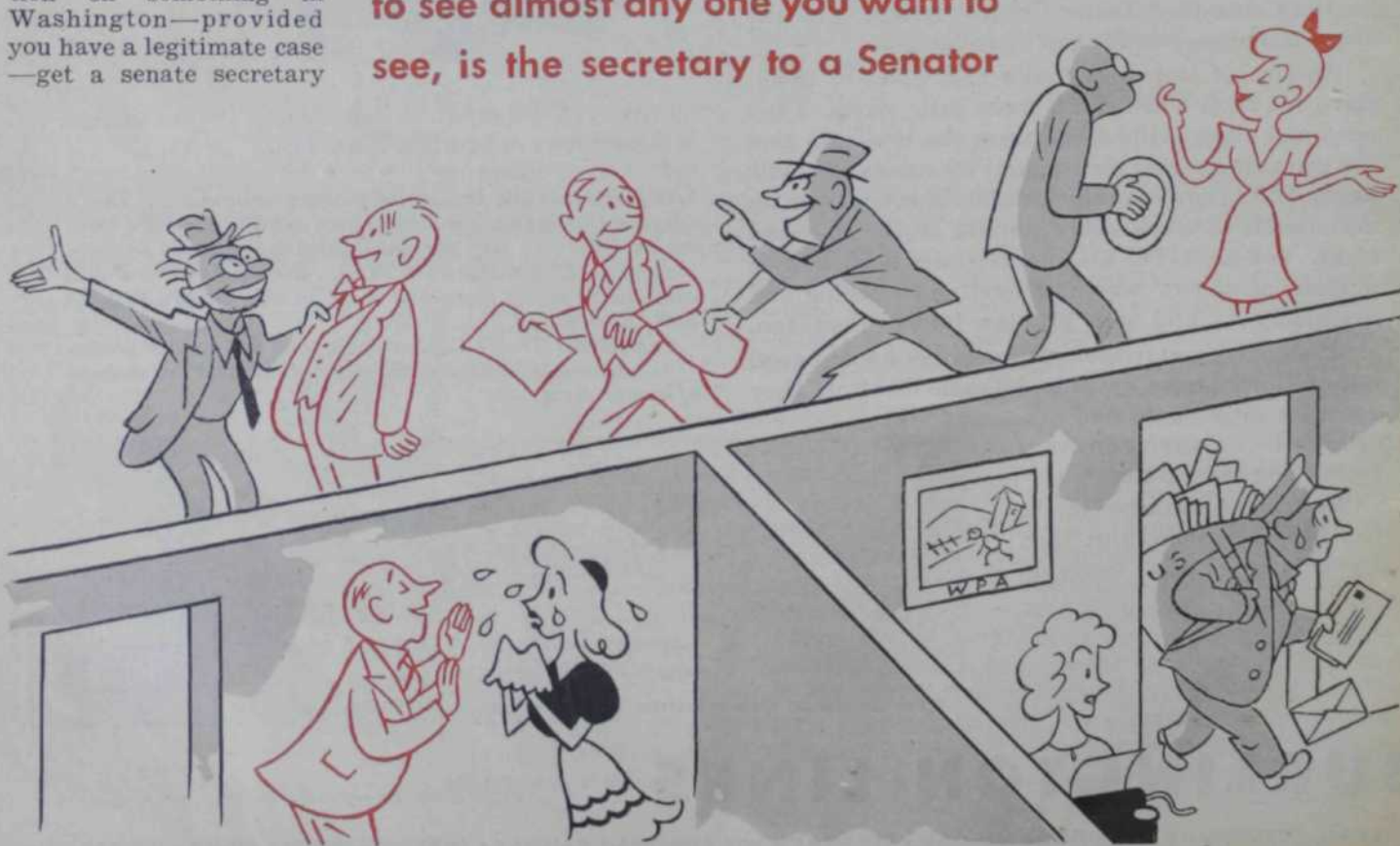
The power and methods of a senate secretary are not necessarily those of his or her own senator. While the

secretary derives his basic power from his senator and while, officially, he can act only in his senator's name, unofficially he swings a personal stick as potent as Little John's quarter-staff.

To illustrate: There are no politics between senate secretaries as there are between senators. The Senate Secretaries Association, with fine disregard for the fact that it has a majority of Democrats, had a Republican president, Earl Hart, secretary to Senator Burton of Ohio until Senator Burton became a Supreme Court Justice. A senate secretary will ask another secretary to do him a favor which his own senator would not ask from the other secretary's senator.

Senators, naturally, do not wish to concede even to themselves that there are some

**ONE person who swings a big stick in Washington, who knows the answers, and who can get you in to see almost any one you want to see, is the secretary to a Senator**





# The Worst Job in the World

By an EX-SENATE SECRETARY

things they can't do. But it has happened more than once that a constituent from a state with minority party representation has found his affairs being handled by a secretary from an entirely different state—a majority man—who will lie like a panhandler in his behalf, if necessary, all for love of his "colleague."

What happens is this: Senator Blank is not only without influence in some government department, but, moreover, is in the doghouse with said department. Senator Blank would play Lady Godiva in Times Square before he'd ask Senator Doaks, who has influence and good standing, to help him, but Senator Blank's secretary suffers no such inhibitions. He asks Senator Doaks' secretary, who

blandly assures the department that the constituent has "connections" in his own state and he's very interested in the case. The fact that he never laid eyes on the character before makes no difference.

The secretaries go far beyond the senators in the tradition that "once a senator always a senator." Rules of the Senate give any former member life-time privilege of the floor. Rules of the Senate Secretaries Association give life-membership to all former secretaries and the privilege of a vote on all issues before the body.

*Tradition* is that no former senator ever suffered want in his old age. It isn't true. Some have. *Fact* is that a secretary of a defeated senator has hardly had the news of his misfor-

tune before his telephone is ringing; his "colleagues" are on the line to see what they can do for him in the way of a new job.

Because their problems are almost identical, the executive secretaries of the Senate are closer kin-workers than senators themselves—whose problems are not all alike.

That's one of the key reasons why they're Important People and should be better understood.

These 90-odd men and women who rate as executive secretaries are by necessity fools for work on the one hand and expert psychologists on the



CHARLES DUNN



other. They must relish the never-ending routine of their offices and also be so versatile that their ganglia jump to attention at situations bizarre enough to fit the modern comic strip.

In the annals of Capitol Hill is the story of the 98-pound woman secretary who disarmed a maniac when he came looking for her senator long after dark while she was still at work. There's the story of the codger-age secretary with a brash, baby senator whom the Senate itself wasn't sure it wished to seat. The aging secretary swung enough weight around the Hill himself to round up the necessary votes. He'd served as secretary most of his adult life, and the baby senator had inherited him from his deceased predecessor.

### Pleading to congressmen

PREVALENT in the minds of many a taxpayer is the idea that the person to *convince* about his own problems is (a) his congressman; or (b) his senator, or (c) lacking either one, his senator's secretary. They forget that members of the Congress are legislative and not executive officers, and that their aides and attachés are not even that. *Convincing* a member of Congress as to the merits of a case (or his attaché) still means the case must be pleaded before the proper executive department. And too many people lie about the facts of their own cases, unaware that the members of Congress will find out the truth.

The confidences reposed in senate secretaries by the constituents of their various senators rival those invited by a lawyer or a doctor. The wartime influx of youngsters from the wide open spaces doubled problems for the secretaries. Without knowing why, without reasoning about it, without knowing hardly what a senate secretary is, the kids took their personal problems to the secretaries of their senators as they might have to their fathers or their brothers and perhaps, in some cases, more freely.

Little girls from rural villages came to Washington and promptly got in one form of trouble or another. Some senate secretary hushed it up, arranged for a quick trip back, called the proper people at home and, on occasion, saved both life and reputation.

Mostly it's reputation. One day the son of a prominent state official on the federal rolls was in the jail-

house for being light-fingered with a few thousand dollars of federal property. He was married. He had two children. But there was another girl. He was only 22.

His father and the senator whose secretary was approached on the matter were bitter political enemies. Nothing happened at all—except the boy was given a chance to restore the property; he was out of the jailhouse in short order; his father never learned of it; neither did his mother, and he went back to his job after appropriate discipline with the understanding that, if he ever repeated anything even approaching the same offense, the secretary personally would beat him to a pulp.

The roundest, ripest reason why some people elect to hold this worst job in the world is because they have opportunity to do good, return good for evil and sometimes walk pretty close to the realm of performing miracles—and a sense of power is not anathema to some people; it compensates them more than material rewards.

There are supposed to be 96 senate secretaries. Usually there are, but at the moment a couple of our togged rate no one as "the" secretary in their offices, preferring a number of clerks more or less equal in rank, pay and responsibility. But most senators do have executive secretaries, and in peacetime (and it was true in wartime, too, although to a lesser degree) five-sixths of them are men. They range in age from the late 20's to the early 70's. They are fugitives, largely, from the newspaper business, the law or the hard school of home-state professional politics.

Some of the most competent—indeed, well-nigh famous—secretaries are women, but men usually get the call for two reasons:

1. Senate rules forbid women to

walk on the floor, except for lady senators.

2. When the senator is out politicking he wants a secretary with him who can sit up all night with the boys in the back room.

A third reason might be this: The executive secretary to a senator is the boss of at least five other persons in the senator's office, and even in these enlightened times, there are some people who do not take orders cheerfully from a woman.

### Handles no personal affairs

THE average senate secretary is not only a man but he wouldn't know one stenographic pothook from another. He doesn't take dictation. He gives it. He doesn't buy presents for the boss to give his wife. He has nothing to do with his senator's personal affairs, such as his checkbook, and he's almost as different from the average secretary in the business world as a secretary in the President's cabinet, although protocol hardly permits him to sit above the salt.

With the charming inconsistency so common to Capitol Hill in its private affairs, there is actually no such thing as a secretary to a senator so far as the official Senate payroll is concerned. Each senator has a "clerk," according to the records of the Senate disbursing office; then he has a number of assistant clerks, and then one or more "additional" clerks. But the *Congressional Directory* lists "secretaries" to senators under "officers of the Senate," and that's how the "clerks" get their title of secretary.

In defiance of these facts, you may say to yourself:

"I met a cute little chick in Washington only last year who told me she was Senator Gluck's secretary, and she was *SO TIRED* after having taken dictation all day, she just had to go to the Mayflower or somewhere to relax."

Without doubt you did. The Senate Office building is busting out all over with stenographers and file clerks who, in their social hours, are "senate secretaries." It is another cross borne by the men and women who hold down the worst jobs in the world. Their subordinates steal their titles.

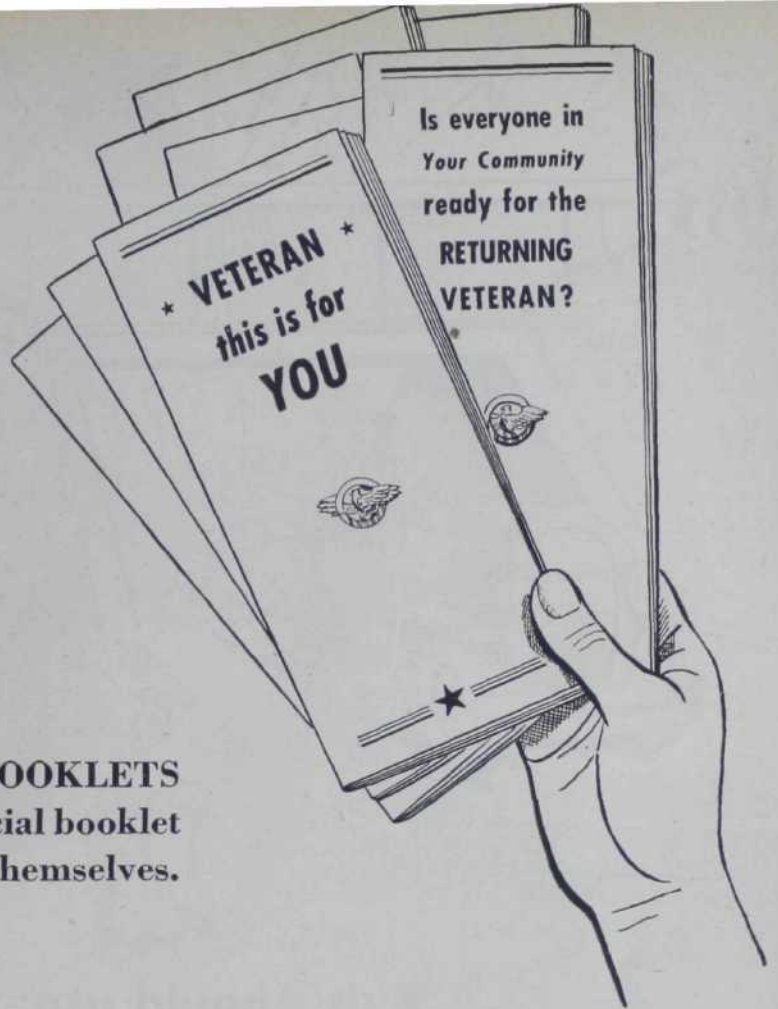
A few years ago there was a lad taking a course in political science at a Wash-





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ington university who thought it would be a bright idea to attach himself without pay to some senator's office for a few hours a day to see how the legislative machine ticked. His offer of service was welcomed, and he was put to work folding speeches, stuffing envelopes and occasionally was honored by being sent on errands. It was weeks before it came to light that this sophomore was spreading engraved cards from one end of town to the other which listed him as secretary to Senator Whoops of the great state of Iowiskata.

Not much can be done in most of these cases and most secretaries laugh and forget it. But it is something to be remembered by those who have dealings in Washington.

It is ten to one that the executive secretary to a senator can "speak" for his senator—yes, or no. The little chick you meet on a night's amble in Washington who says she's one, but isn't—can't.

It is virtually imperative that a senator have an "alter ego." Most senators are members of five or six committees which meet frequently. The appropriations committee meets every day, as a rule, from January to July 1. Not infrequently, a senator has two or three committees meeting at the same time, and he rushes back and forth. Meanwhile, with the inexorability of the sun, the post office keeps shoveling mail into his office. Fifty letters in the first delivery? That's nothing. Must be a washout on the line somewhere. Five hundred would be more like it.

## Correspondence in bulk

EVEN senators from thinly populated states will get letters in the high hundreds day in and day out. Indeed, residents of the "small states" are more likely to contact their senators than others. They are closer to their congressional delegations; many of them have met their senators; almost all of them have seen them. So they write on subjects which run the gamut from life-and-death matters to absolute absurdity. Hardly an office is without a correspondent who is inventing a perpetual motion machine about which there is nothing perpetual except the letters which fly back and forth. But all letter writers are likely to have political sex appeal in their local districts.

It is inevitable that religious fanatics should waste much of the senator's time. They are not, of course, members of any organized church. They are individuals convinced they have had visions or are regularly hav-





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Who'd ever believe it?"*

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folk of The Milwaukee Road have long been doing good all along the line. Doing good for members of The Milwaukee Road family, for themselves, for the community and, lately, for men and women in uniform.

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those of the Women's Clubs. Service Clubs form closer relationship among employees; this leads to better teamwork and a broader service to many communities the railroad serves.

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**Gun, Tank and Engine Parts, Serums and Drugs...** Urgent and strategic materiel had to move speedily and accurately, and in tremendous volume. At the same time the fast and uninterrupted flow of raw materials and finished products to and from manufacturing plants was a wartime essential.

**Camp and Base Express Offices...** The personal package traffic between homes and camps meant millions of shipments daily. Fully equipped Express offices handled this important feature of wartime service.

**Blood Units...** High speed handling and special refrigerator containers saved thousands of American wounded. Over 8 million pints of blood were shipped in this manner by Express.

**Ration Books and Tokens...** More than 2½ million pounds of ration books, and ration tokens by the billions were delivered to their destinations through 23,000 Express offices.

**War Dogs for the K-9 Corps...** The highly technical service of handling and shipping the nation's war dogs was assigned solely to Railway Express, and performed with signal success.

The above is a partial summary of wartime Express service. Today, with the return of peace, we are adding to our facilities all of the lessons learned in that historic period. We appreciate your cooperation and tolerance during the wartime days. We promise, in the not too distant future, a service superior to any we have rendered during our long nation-wide record.

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ing them, and they wish the senator to hurry home and be refreshed in similar manner.

These people may be regarded as idiots in their native villages, but an unkind reply from a senator's office would be all over town in an hour. Folks will say:

"Of course, poor Pericles is crazy, but Senator Blank might have written him a nicer letter than he did."

They don't know, of course, that some wretch of a senate secretary has been responding regularly to Pericles once a week for five years.

The founding fathers never intended that things like this should happen to senators, but neither did the founding fathers anticipate the direct election of senators and the resulting "familiarity" between senator and constituent which presently prevails.

Senators themselves, of course, have as a rule no contact with the "screwier" cases reaching their offices. Indeed, while some of them glance through every incoming letter or every outgoing letter (seldom both) many of them see no mail except a slight trickle filtered out by their secretaries as important enough for their attention.

### Letters require attention

WHILE half of a senator's mail may be "general" in nature, merely commenting on legislation and requiring little more than a grateful acknowledgment, the other half is "case" mail, demanding individual attention, requiring check-ups with government departments, detailed answers. No "form letter" will do.

When is the Hon. John Blank, U. S. S., going to read and answer same, with committees all morning and the Senate in session all afternoon?

He doesn't. That's what he has his secretary for.

The truth might as well out. There's a conspiracy among secretaries not to let the public in on the secret—which is foolish because 98 per cent of the intelligent American population would understand and appreciate it—but:

It's anyway 50 to one that a letter from a senator's office, bearing what appears to be his signature was not written by him. It was not signed by him. He never saw it. Moreover he never saw the incoming letter which prompted the reply. The secretary and his staff did it all. The situation couldn't be other than it is.

It is in definite contrast with the "House side" of the Hill. Representatives, unless they have considerable



IN PIG LATIN, TOO...IT'S

# Pass the SALT



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seniority serve on one, two or three committees at the most. Scores of them have membership only on a committee which may meet not to exceed 12 times a year.

Representatives (except the top-rankers whose lives are as busy as those of senators) have time to read and answer much of their own mail, run errands, visit the departments, chew the fat with visitors. They have, in short, time to be the chore boys into which centralization of government has turned members of Congress. The good citizen would do well to dump his problem in the lap of his representative instead of his senator, but a great many citizens can't see it that way. Apparently they think they'll get farther dealing with a senator.

### Too many letters for results

SOME good citizens, too, think it is cute to write to both of their senators on the same problem and to their representative, then blithely sit back to see who answers first and who gets "results."

The citizen doesn't know it, but he is definitely prejudicing his own case with the executive department to which the members of Congress refer it.

Under compulsion to answer congressional mail promptly (in some departments the rule is within three days) the department officer gets a little weary having to answer three—and sometimes more—congressional inquiries about the case of the same guy. Moreover, he tells each congressional office he has had the other inquiries, and they don't like to find out they've been entered in a postal derby either.

The chore list is incredible. A club-woman, for instance, thinks nothing of writing her senator for material on which to build a "paper" to read at her meeting. She could get the material from her local library, but that's too much trouble. She must be answered fulsomely and politely.

So here goes some more tax money. The secretary calls or writes the Legislative Reference Service in the Library of Congress. That efficient organization whips up a bibliography, suggests pamphlets which might be helpful, perhaps sends over a photostat of useful printed matter. A long letter is indited to Mrs. Zilch. All told, about 24 hours of expensive government time is expended so Mrs. Zilch can have her club paper.

Mr. Zilch, of course, thinks members of Congress are overpaid even now, and screams to high heaven ev-

ery time he reads a little item about an increase in the number of clerks allowed members of the Senate.

Mr. Zilch, like many a citizen, somehow feels that the allowance for clerk hire given senators is part of their income; doesn't seem to realize it's spent to hire people. Some Washington columnists do the situation no good, of course. They are incessantly pointing out that such and such a member of Congress has a relative on the pay roll, adding the senator's salary and the relative's salary, and leaving the impression, somehow, that the senator gets it all and that the relative is not a separate and perhaps very useful person himself.

In spite of all the humdrum and flurry about it, there's only one recorded case of a "kick-back" on the Senate side of the Hill.

Maligners of the Congress have repeatedly attempted to prove it's a general practice. As a result, every time a senate secretary goes home he is likely to run a gauntlet of questioning as to affairs in his office.

Another fat boil on the neck for the senate secretary is that people will raise blistering hell with him about his boss but never whisper so much as a word of criticism when they meet the senator face to face. The very man who yesterday "told off" Senator Blank's secretary in a public place, will blush, stammer, beam with pleasure and virtually bow from the waist today when he shakes hands with Senator Blank himself.

### Criticism when he goes home

THE private life of a secretary is not unlike living in a canary cage. If he goes home and refrains from tossing a few with the boys in the bar, he's a poor sport; if he is seen with one foot on the rail, then he's a rum pot. It is impossible for him to "vacation" in his home state. He will accumulate enough business in a week to keep him busy for a month. People suddenly remember things he could do for them. His phone rings at all hours. He is trapped in hotel lobbies, and, if he's from a more or less rural state, he is watched closely (and eagerly) to see if he is guilty of having "gone high hat on us."

These men (and women) carry another man's burden night and day. They are held responsible for errors they didn't commit; for viewpoints they themselves never expressed and which, in some cases, they don't mentally share, and the general idea is they have "soft jobs."

Constituents who visit Washington frequently are in party mood. They





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grab a senate secretary to show them around.

He may be worn out with having had 20 such visiting delegations in the past 20 days, but he has to go. If he refuses, the story will get back that "Senator Blank and his high-hat secretary didn't do much for me in Washington. I invited that secretary out, and he wouldn't even come."

If he does go, it is as likely as not that the report reads this way:

"Senator Blank's secretary sure showed me a gay old time in Washington. Boy, does he know his spots, and can he take it."

It is small wonder that some senate secretaries go slightly off the beam. One of them, years back, refused to leave the house in the morning without a fresh white carnation. A wealthy man in his own right, he could afford to send messengers scouring the town in case the season was wrong. He had a fixation that he had to have a fresh white carnation in his lapel or something would happen to him.

He had the money to indulge this obsession. And there have been, in the past six years, at least two senate secretaries who are millionaires in their own right.

Most of them, however, are very poor, indeed. For jobs which are absolutely without security, Social or otherwise, without retirement benefits unless personally applied for, of uncertain tenure and with no limitation on hours, senate secretaries are paid not to exceed \$5,040 a year.

### Adept at many jobs

THEY must be well dressed. They must do a certain amount of entertaining. They handle matters of the most vital consequence to their state; they must be able to plead a case before a government board; must be able to write a concise, informative letter; are expected to understand freight rates, agriculture, immigration laws, army and navy regulations, know the laws of their own state, be up on current legislation and anything and everything else which has to do with the biggest business in the world—which is government.

Few of them can augment their income. Few of them will accept "fees" for services they believe they owe their constituencies. True, some secretaries occasionally receive "gifts" from back home. Not often. The story is told of one senate secretary who unearthed in a now-non-existent government agency the papers which proved that a construction firm in his state was entitled to near-



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It was founded in 1870, twelve years before Seattle had any other bank. At that time the "sawmill village" had a population of only 1,107 and there were but 23,955 persons in the entire Territory of Washington.

Today, Seattle has over 450,000 residents and the population of Washington State is over 2,000,000. This bank entered its 75th anniversary year as 25th in the United States and the largest bank north of San Francisco and west of Milwaukee with resources of over \$600,000,000.

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ly \$100,000 from the federal Government.

The firm had spent months trying to get action. The papers simply couldn't be found, said the agency, not too sympathetically. The secretary, walking in on this agency one morning, saw to it that they were found in three hours.

The grateful firm wrote a nice letter to him, and a year later contributed substantially to his senator's opponent in the primary election.

Many a senator augments his secretary's pay from his own pocket. It is essential usually that a secretary visit the home state at least once a year.

But no member of a senator's staff is allowed a penny in traveling expenses. He must pay it himself or his senator must pay it. He can't deduct it from his income tax. He gets no *per diem*. The only things which come free to a senate secretary are the privilege of having pictures framed by the senate carpenter shop, free bottled water delivered daily to his office and a small reduction in the purchase of Christmas cards and such trivia at the Senate Office Building stationery shop.

### Could lobby for more pay

WHAT could be the world's most powerful lobby doesn't even attempt to help itself. Ninety-six men and women who are perhaps closer, professionally, to perhaps the 96 most powerful persons in the world, take their own problems very lightly. True, the Senate Secretaries Association has been largely responsible for every raise in pay all the attachés on Capitol Hill have received in years, but the secretaries have never succeeded in winning "travel pay." They have, indeed, never pressed for it very vigorously, knowing it would arouse a storm of protest from enemies of the congressional system.

Senate secretaries can do these things for business men:

1. They can get you an appointment in Washington with almost anybody you want to see with the possible exception of the President himself.
2. They can find anything that's lost in the morass of modern government.
3. Given a reasonable background on the case, they can plead the case for a home-state community better than any delegation you could send down; chances are



they have shared a humming rummer of Rhenish at one time or another with one or more of the very people to whom you wish to plead your case.

4. Not infrequently, they can do a better job for you if you take up your problem directly with them instead of the senator himself. Chances are they'll handle it anyway, but not infrequently they get their background from a few notes the harassed and busy senators have made in a few minutes while he was being plucked at by ten people at once.

The public ought to know and understand that senators are overworked men; the death rate in the Senate these past seven years has been extremely high. Many a member is suffering at the moment from need of rest. The atmosphere is one of constant high tension. The Senate has been out of session less than 120 days since Jan. 1, 1939. The increasing centralization of government is multiplying their chores, and, in direct proportion, the chores of their secretaries

The secretaries ask little in return. What they would like is appreciation.

Perhaps no more loyal group of men and women exists in all the world. It may be for good reason. With all the faults the enemies of the congressional system can throw at them, senators, almost without exception, are the nicest men in the world to work for. It is another reason why intelligent people stay on in jobs too tough for anything but a rugged constitution.

Yes, senators are nice to work for. But not to the extent of one thing. Leniency, by mutual consent, stopped at a certain point. While literally hordes of men in the executive departments, working under bosses who had never faced an election, who never have to take direct abuse, were getting deferment from the draft as "necessary," the Senate of the United States asked the deferment of just one secretary, and that was for a limited period.

It is perfectly obvious that, if senators had wished to have their secretaries bracketed with county constables as "government officials," which they are, they could have. But they did no such thing. Nor did the secretaries ask it. In a crowd of 90-odd persons, at least 60 per cent of whom were eligible for military service, the question of deferment was never even brought up at a meeting of the Senate Secretaries Association.

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# Taking the Sweat out of Farming

By JUNIUS B. WOOD



INTERNATIONAL HARVESTER

The small tractor will not replace heavier machines on big farms but may supplement them

**W**AVES of the pent-up flood of farm machinery—held back by four years of war restrictions and military demands—are now reaching the farms. The big implement plants of the Middle West have recovered and are running full blast.

It is estimated that in the coming year America's farmers will spend \$1,000,000,000 for new equipment. Annual totals are expected to exceed that in successive years.

Though farm machinery was curtailed by allocations and priorities during the war, experimental and development work continued. Following the trend which began before the war, the new machines center about the tractor, are lightweight, compact, adaptable—and, what is more important, are designed for

one-man operation.

The old-time thresher outfit, for example, with all its clatter of a small-town circus, is out. One man can now do the whole threshing job by himself (minus most of the noise) with a small combine which mows, threshes and loads any grain crop—including a wet field of rice—in a single operation. This combine may be either self-propelled or pulled and powered by a tractor.

For corn, a mechanical picker—with one man doing the work of eight to 12—strips the stalks, husks the ears, blows them clean and loads

**ONE-MAN** equipment which permits the small farm to operate as economically as the large, may change the trend of American agriculture and bring increased agricultural production



WONKMEYER

Animal power and many men replaced the lone farm worker. Now the trend is reversed

them into a trailer hitched on behind.

The old back-breaking job of beet picking, for which entire Mexican families used to be in great seasonal demand, is now done by a one-man harvester whose steel fingers resting on a beet top show mechanical knives where to cut off the leaves, while discs break the soil and stronger steel fingers pick out the beets. Beets and



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# SYLVANIA ELECTRIC



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tops are deposited in separate windrows.

Possibly cultivation of the soil was started by a man swinging a crude hoe, a one-man tool. Fighting for better harvests and less toil, men developed other hand tools through the ages, increasing their size and utility until the power of horses, mules and oxen was needed to pull them. The gasoline motor brought the tractor with greater horsepower, operating larger machines and cultivating more acres.

The first objective of the tractor was to exceed the strength of four-legged power, even of a 50-horse hitch. This was accomplished by a tractor whose wheels revolved, and

still do, in an endless chain of steel plates which are stationary on the ground, hence the name "track-laying or crawler type tractors."

Vying with this was the tractor on wheels with steel lugs, or teeth. They pulled in almost any soil but road commissioners howled and posted warning signs. The farmer was obliged to remove a dozen lugs from each wheel if he used a public highway between home and field.

Then came the rubber-tired tractor with the same big driving wheels, claimed to be easier to navigate, to move faster (15 to 20 m.p.h. is customary on the road), have better traction, use less power for its weight and be easier on the soil. Wheels of

much auxiliary equipment are standard sizes to use worn automobile tires.

While taming the tractor, company engineers also designed new burdens for its back. A tractor is now the farmer's

mobile power plant. In addition to pulling, it has a power take-off to operate other equipment which moves with it in a field, a pulley wheel for belt machinery when it is stationary, a front hoist, an hydraulic lift and even an electric starter and air pump.

### Many attachments for tractors

THE need to add equipment to a tractor challenged inventive genius. A day seldom passes in which an implement firm does not receive a letter from a farmer or inventor suggesting a new device, often with a drawing showing how it should work. In the years, company engineers have perfected thousands of attachments and auxiliary machines. Almost every crop has variations, and differences in soil and climate must be considered.

Catalogs of big implement houses are fat volumes. Their machines differ as much as the farmers whose needs they supply but all have the same purpose—better, easier and more economical farming. A new work saver never is long on the market before other makes are competing.

In general, equipment which is pulled can be hitched to any make of tractor. The same naturally is true of stationary belt-driven machines. Many which move with the tractor and take their power from its power take-off also are interchangeable but, in most cases, so-called attachments



New style hay bales can be unrolled like a carpet for the feeding of livestock



With a mechanical corn picker, one man can sit on a cushioned seat, drive as easily as in city traffic and do the work of ten or 12 expert huskers





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must come from the same factory as the tractor. Safety guards are a universal feature as farm accidents once outnumbered those in industry by three to one.

More farmers are interested in hay than in any other crop. Horses are disappearing from farms but cattle and other "hay burners" are increasing. In tonnage, the country's hay crop equals wheat and corn combined. It also is the meanest to handle. Hay-making exemplifies the varied uses of today's machine equipment.

A mower is attached to the tractor and connected with the power take-off for the first operation. Emphasis is now placed on quality hay—vitamins for livestock—conserving its carotene, digestible protein, calcium and phosphorus. A crusher to crack the hard stems, especially of alfalfa, can be attached to the mower so the hay will dry uniformly before the blades or leaves bleach or become dry and brittle and lose their strength.

Drying systems which blow warm air into the haymow can be installed in barns but most farmers still de-

finished and a hay baler is attached to the tractor, the first cut and raked hay may be dry. The baler follows the windrows around the same course, either loading the bales directly on an attached trailer wagon or dropping them on the field to be picked up in a fourth operation by a tractor-operated endless belt loader which also can lift them later from wagon to mow.

Two new styles in hay-do are the round and the sliced bale. The round bale is rolled like carpet and automatically tied with twine. It can be unrolled in front of the feeding stalls. The sliced bale has the well known shape and is wire bound but is baled in slices, a cut loaf of hay. Three to five tons of baled hay can be stored in the space required for one ton of loose hay and without being touched by a pitchfork from field to mow.

If the farmer prefers chopped hay he can link a forage pick-up harvester to his tractor, follow the windrows, chopping some ten tons an hour into lengths from three-eighths to three inches as he moves along. The har-

ble-decker, with a second blade five inches below its usual bottom blade.

What is called a corn and cotton planter can be equipped with different sized drills to plant anything from tomato seeds to horse beans—34 varieties of corn alone—and adjusted to count out two, three or four kernels to a hill.

### Farming means walking, too

NOR has mechanization stopped with field machinery. The Department of Agriculture says 60 per cent of farm income comes from livestock, close to 24 per cent from dairying which is largely an indoor occupation.

Ohio State University compared two farms. On one of them, the farmer walked 170 miles in a month to feed and care for his livestock—about 42 hours of hoofing. On the other with the same number of animals but with an equipped barn, steel stalls and stanchions, feeding and watering machinery and other modern barn items, the farmer walked only 33 miles.

On some farms, hand milking is becoming a lost art. A bang-up milker needs five hours to milk 20 cows, twice a day, by hand. With a machine, he can do it in one hour and 20 minutes with less annoyance to the cows. The first patent on a milking machine was granted to a woman in 1878. It was a four-hole suction basin to hook up with a hand pump.

The first patent on a popular milking machine was issued 50 years ago but 24 more years of experimentation and improvement were needed before it was on the market and more changes have followed. It is economical for as few as eight cows.

Whether or not one-man farm machinery revolutionizes agriculture, it should at least increase national production. It will not replace heavier machines on big farms though it may supplement them on many. Its place is on millions of small farms where the groups it will satisfy include:

1. One-man or family farms of 20 or more acres, according to the crops raised.
2. Returning soldiers or others who prefer a small farm to a small business.
3. Individuals who want to divide their time and earnings between a city job and farming.
4. Owners of rural property who hanker for part time farming either for utility or recreation.

While power equipment operated by one man is the answer for those ambitious to get back to the farm,



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**The farmer with a few acres as well as the city man who farms for pleasure will both benefit from small machines**

pend on the sun. The 70 to 75 per cent of water in freshly cut hay must be dried to 20 or 25 per cent to avoid spontaneous combustion. Consequently the farmer has both curing and drying in mind when fixing his day's stint of mowing.

Mowing finished, a side delivery rake takes the mower's place on the tractor, going over the same course to turn the hay and pile it in windrows. By the time this operation is

vested also loads it into a trailer hitched behind and a blower lifts it into the mow, all a one-man job.

Changes and improvements in farm machinery have come fast in the past 20 years. No crop is overlooked and they run into hundreds. A plow still is a plow but the tractor-attached plows of today, whether one or a battery of five, are much different from the first steel plow of a bygone century. A plow may be two-floor, a dou-



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its widest use will be by millions of practical farmers who toil from sun-up to sunset to support their families on small farms. The Bureau of Census enumerates 5,713,000 farms with crop land in the United States. By unofficial estimate, only one-seventh of these use hired help. The official breakdown continues into 3,331,000 farms, or 58 per cent, with less than 40 crop acres, each with an annual average gross income of less than \$1,500; 2,200,000, or 38½ per cent, with an income of more than \$400; and 1,130,000, or close to 20 per cent, earning less than \$400 in a year.

### Small farm can compete

THE social argument is that one-man machinery will reduce the farmer's hours of daily toil and ease his aching muscles. The substantial economic argument—surprisingly, the price of a new design all-purpose small tractor is less than for the smallest previous model—is that it will reduce cost of production, increase crop yield by more acres cultivated through improved methods and conserve the soil for future years. In short, the machine puts the one-man or family farm on a competitive basis with the big farm.

With machines increasing production and reducing costs for the small farm, more conveniences and comforts are possible for rural homes, only ten per cent of which have central heating; 18 per cent running water; three per cent electric light and 37 per cent a refrigerator. Farm wives want freezers to keep meat and fruit through the year, washing machines, vacuum cleaners, indoor plumbing and other machinery.

Those who want to harness nature can have machinery for the smallest garden or largest farm. The Bureau of Census lists 1,156 manufacturers of farm equipment and the War Production Board runs the number to 1,600. A few are giant corporations, called "full line" producers; hundreds specialize in particular machines or attachments and many of the 1,600 are one to five-men workshops. Four companies produce track type tractors, 16 turn out wheel type, and 14 garden sizes where the pilot rides or walks. Several produce all types, one company offering more than 20 models and sizes of wheel tractors alone.

By turning to the production of one-man farm equipment, the farm machinery manufacturers are gaining wide new markets (without losing their old) in much the same way in which the automobile industry expanded when it turned to the produc-





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### Where There's Life, There's Coal!

Indeed, and in fact, Bituminous Coal supplies important needs not only of medicine but also of farming, railroads, home and factory. Try to imagine these

United States without coal! Coal heats 4 out of every 7 American homes; powers 94% of America's railroad locomotives; generates 62% of America's electricity; is essential in making 100% of our steel . . . Over \$400,000,000 has been spent by Bituminous Coal mining companies in the past 20 years for mechanical equipment and facilities to make coal mining easier, safer, more efficient. And out of every dollar of Bituminous Coal sales at the mines, the miners receive an average of over 60 cents in wages—the mine owners average about 2 cents profit.

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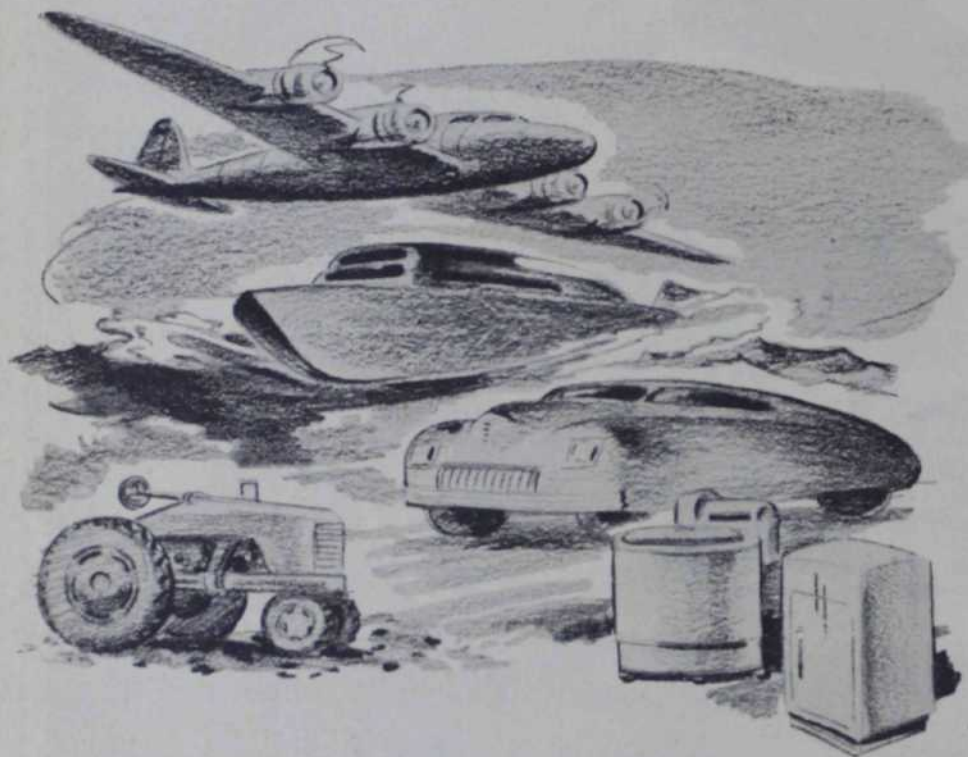
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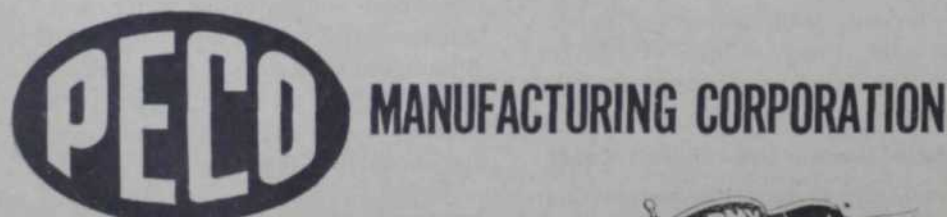
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tion of lower-priced cars along with more expensive units.

In addition to easing the labors of the small farmer, and making more pleasant the duties of the part-time farmer, the farm machinery companies are helping step up America's standard of living—are creating new pay rolls, making new jobs not alone for workers in their own plants but also for distributors, dealers, salesmen, maintenance and repair workers, storekeepers and others.

In 1830, 83 per cent of the workers in the United States were in agriculture. In 1930, the figure was slightly more than 21 per cent. In 1830, 60 man-hours were required to produce a 20-bushel acre of wheat—from plowing to storing in the barn. In 1930, one man could do it with machinery in 3.3 hours. The same comparison for a 40-bushel acre of corn, is 35 man-hours and one man working six hours.

In 1944, fewer people were working on the farms of the United States than at any time in the previous 20 years and a larger proportion of them were old men, women and children. In spite of that, they produced enough food to feed our own people and to feed millions in other countries. We did not get everything we wanted but we had no serious food shortage. Machines and intelligent farming did the job.

Today with our farm machinery vastly improved, engineered for speed, efficiency and for one-man operation, almost anyone with the desire—it would seem—can be a farmer. He may farm as a business, for his own table, or merely because he enjoys making things grow. He may not know weather and other tricks of the trade, but the Department of Agriculture, State colleges, farm agents and machinery salesmen will be there with free advice—and experience is a fast teacher.





# Battle Royal for Union Members

By CARLISLE BARGERON

POSTWAR shifts in employment are causing labor organizations to fight harder than ever for support—and the employer may find himself an innocent bystander in the midst of a hot duel

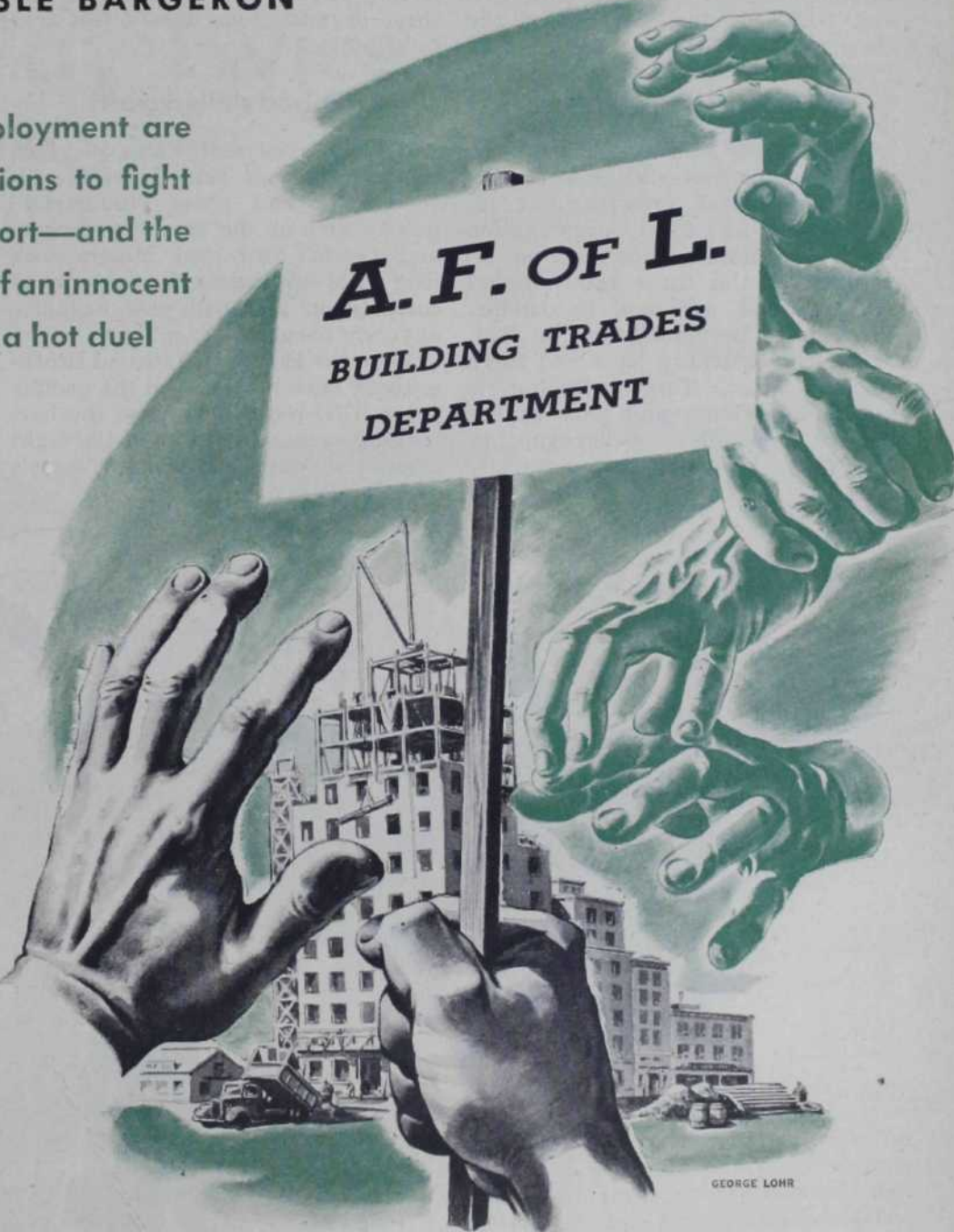
**L**ADIES and gentlemen of the radio audience: This program comes to you through the courtesy of the Workers' Labor Movement which offers you more for your money than any other labor movement in the country. *Workers* gives you that aggressiveness of leadership so essential to the worker's welfare. It brings you the best of service. When next you are shopping for a labor union, remember *Workers*."

That is not too great an exaggeration of what is now going on as labor organizations compete for postwar members. Just as business is getting ready for the postwar trade in commodities, so the labor entrepreneurs are seeking newer and better ways to sell their wares.

The struggle is not new. It began with the National Labor Relations Act and was given impetus in 1941 when John L. Lewis left CIO. Even during the war, when there were enough workers for all unions, there was an increasing scramble on the part of the unions for members. According to NLRB's report for the year ending July 1, 1944, there was an average of 15 elections involving 3,400 workers every working day. In 22.7 per cent of these elections two or more unions participated.

Today, as the giant war plants close, the labor leader's market for memberships is not only shrinking, it is being thoroughly shifted. Local unions are being torn to pieces, many completely evaporating.

The labor leader's reaction is precisely that of a business man who sees his market slipping. He will try to make up his loss of member-customers. The oratory and tactics for



GEORGE LOHR

Jurisdictional lines have been dropped. No longer is a particular pasture looked upon as the domain of any one union

doing that are suggestive of our political campaigns. Radio, sound trucks and newspaper advertising are used. Clambakes, dances and rallies are held.

Three competitors are in the field and, in this competition there are few legal restraints. There are no fair trade practices, no Federal Trade Commission. A union can advertise its services as it sees fit.

Generally speaking the theme song of AFL is that it is the "respectable" organization. CIO says that it is "more than a labor movement." It is a vast political upsurge of the workers—and, until recently, its closeness to the Government was emphasized. Third competitor is the UMW's District 50, formed by John L. Lewis for the avowed purpose of organizing workers in the chemical and coal by-



products industries. Lewis has gradually broadened its scope to include smatterings of workers in almost every industry.

Its selling argument is the "dynamic leadership" of Lewis. With it, District 50 bested CIO in the election for the guards at the Carnegie-Illinois plant. It defeated both CIO and AFL for the workers of the Owens-Illinois Glass Co. It picked up 1,800 members when he out-did AFL at the National Fireworks plant in Columbus. Total membership in District 50 is now said to be 250,000.

Most of the contests are, of course, for unorganized workers, but instances of a local organization switching its allegiance from one to another of the three international organizations are not uncommon. There have been instances, in fact, of a local switching back and forth several times. This switching is known as raiding and none of the leaders will admit encouraging it. They say, however, that naturally

pasture considered, by common consent, the domain of a certain organization. No longer, for example, are the carpenters and painters considered the exclusive field of the AFL's Building Trades Department. Both CIO and District 50 are now organizing carpenters. It is difficult, in fact, to find any type of worker that the three organizations do not feel free to organize.

### AFL had skilled crafts

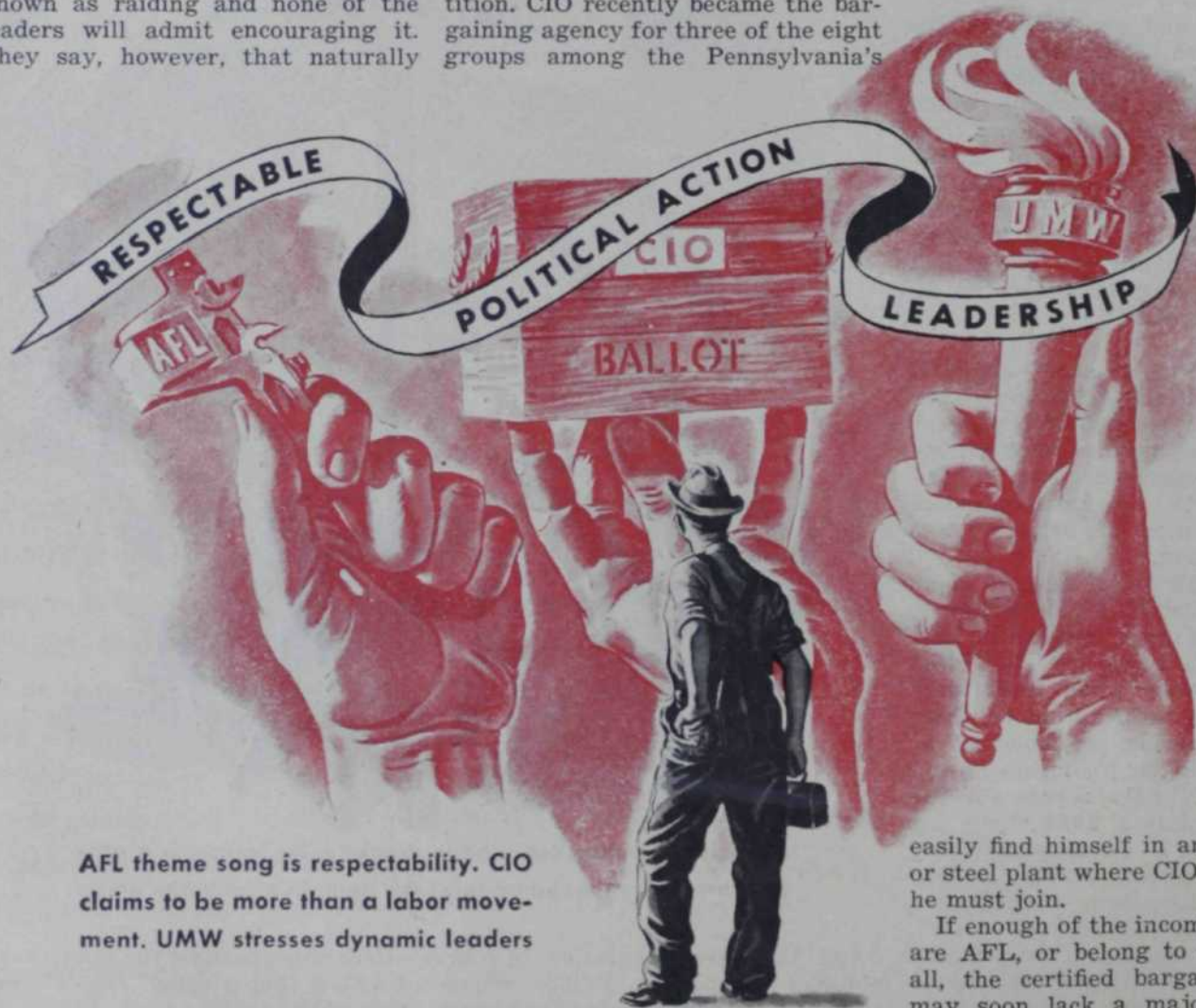
AFL, which for more than 50 years concentrated on skilled crafts—although it had some "industrial" unions such as the brewery workers and Lewis' own coal miners—has long since bent under the pressure of competition and will now organize anybody it can.

Even the Big Four Railroad Brotherhoods have not escaped the competition. CIO recently became the bargaining agency for three of the eight groups among the Pennsylvania's

of the Long Island and Erie Railroads and has been certified as the bargaining agency for the engineers and firemen of the Western Maryland Railroad.

The Western Maryland case has a peculiar history. Several years ago the Railroad Brotherhoods lost a strike on that road and the members gradually scattered to jobs elsewhere. The Brotherhoods continued to regard those who took their places as "strikebreakers" and refused to accept them for membership. Now they are full-fledged union men under UMW.

Because of postwar shifts in employment a worker—although a paid-up card holder—may find that he is still not a union man for the purposes of getting a job in some specific plant. A mechanic from the California shipyards, an AFL member, can



**AFL theme song is respectability. CIO claims to be more than a labor movement. UMW stresses dynamic leaders**

they won't refuse to admit a local whose membership is dissatisfied with the service it is getting and wants to make a change.

In the face of this competition, jurisdictional lines have been dropped. No longer is a particular

shopmen. These workers had long clung to a so-called company union and resisted repeated efforts of AFL to organize them. CIO has also absorbed the Santa Fe's maintenance-of-way workers, while UMW has made inroads on the marine divisions

easily find himself in an automobile or steel plant where CIO is the union he must join.

If enough of the incoming workers are AFL, or belong to no union at all, the certified bargaining agent may soon lack a majority of the workers. Adding to the instability of the situation is the fact that the "maintenance of membership" clause, a war-contract device to give union security over a given period, will be a thing of the past.

Thus the employer who thinks that  
(Continued on page 68)



# Don't Make American Youth Pay Twice

By Senator THOMAS C. HART

Our strength in two wars came from the prowess of our young men backed up by the country

**STRAIGHT thinking is needed in rebuilding the world if we are not to bankrupt our returning service men**

**N**ATIONS aided by America during the war, and which are now looking to us for further aid, would do well to be moderate in their demands.

Apart from their friendliness toward us, they would be wise in the long run if—in their own interests—they would try to help America remain strong.

We have all heard it said that in our country lies the future hope of the world. It does not become us to say that ourselves—nor do we need to. Men of other lands have frequently expressed the thought. They have two reasons for this belief:

The first reason is that the world trusts America. It trusts our fairness, and bases its trust on our record of the past century during which we have been not only fair but altruistic. (But the world may, and probably does, overestimate our capacity for future altruism.)

The other reason for our standing as the future hope of the world lies in our strength—amply demonstrated in two great wars. We have been strong in these two wars primarily because of the prowess of our young men. That fighting edge, however, would not have sufficed without the backing of other elements of strength, such as good leadership and technical ability in the armed forces and in industry.

In short, we have been strong in our young men and women who have been carrying guns or making them. Also we have been strong in the products of our soil and in the things

which come from under the soil. We have been strong in our transport on land, sea and in the air. Strong in our productive establishment without which neither our Allies nor ourselves could have fought. And in our financial system, we have been—shall we say?—sufficiently strong thus far.

Yes, we have been, and still are, a strong nation.

But the end of the war finds us considerably depleted.

## We are weakened by war

THE general strength of other nations has been most seriously depleted. They recognize that. But many of our Allies seem to think that America's resources are inexhaustible. They are not, of course, nor are all the elements of our strength renewable.

In certain fields we can restore our depletion but in not all of them. For

instance, we have been pouring into the war much of the reserve of our subsurface riches. That wealth of minerals and fuel has gone beyond recall. Moreover, we are seriously depleted in our normal financial resources, and face great difficulties in that field. Finally, we have expended human resources—all those young souls who will not return.

Even in the fields in which we can rebuild, it will take us a good many years. Nevertheless, while rebuilding ourselves, we must do what in reason we can do toward rebuilding this stricken world. A part of that duty will be in making the United Nations charter become the effective instrument which we all hope it will become.

We are only 140,000,000 of the





2,000,000,000 people of the earth. The future call upon the leadership of our 140,000,000 is for wisdom that will prevent us from becoming irretrievably depleted in helping the rest of the world. We hope and we trust that wars will now be ended, but in all other fields of human endeavor the law of survival of the fit still holds. Competition will continue to be a feature of the world and we must face it.

The isolationist creed, of course, is dead. Manifestly, we must live with the rest of the world just as the neighbors of a community live. But to maintain friends we do not have to stand on our doorsteps and throw money away. We help neither them nor ourselves.

What I am suggesting is that, now that victory has come, and even though it is our disposition to be free-handed, we owe it to our young men and women—who did the fighting and who made victory possible—to re-examine our plans and commitments for rehabilitating the world.

We should take stock of our depleted resources and re-survey just what we can safely do for other nations. Perhaps it would be better if our public men were not so prone to look upon themselves as "architects

of the future," as the expression goes, and instead to consider themselves more as simply custodians of the present. Undoubtedly, many of our leaders will leave their impress on history, but the real "architects of the future" are the millions who are now laying down their arms. This is not because they are the veterans, *per se*, but because they largely constitute the generation that will have to deal with the future years.

### Cut our future burdens

IN the decisions that we have to make in the meantime, it strikes me that we should be increasingly mindful of this. We should consider binding commitments with other nations in this light. We must ask ourselves whether or not we are loading the oncoming generation down with too great a burden. We have no right to seal their future.

Much has been said and written about the United Nations Charter, and considerable about the Bretton Woods agreement, but not very much by the younger generation, those whose future is of main importance. They have been considerably propagandized but it is only natural that young men and women should be in-

articulate on such a subject. The best of them have been at the front, where they have been extremely busy.

These young men and women were children when the world made the mistakes which permitted this war to occur. That generation had no part in the tragic series of errors which the world made; but in our country they constitute the principal sufferers. So they will continue to be.

I am greatly disquieted by an undercurrent of skepticism which I think is running through their young minds. I am only one observer and, to repeat, the younger generation cannot be very articulate; but the evidence is present for those who search.

Our young men and women of today have doubt, and even lack faith, that enough wisdom will be exercised to guide our ship of state through the dangerous waters ahead. So far as is known, they look upon the United Nations charter as a wise and correct step ahead. But it will remain to make the international organization work—make it work for the well-being of the world. The skeptic, the cynic, says:

"Well and good so far, but where do we go from where we are now? What is going to be the effect on our  
(Continued on page 130)

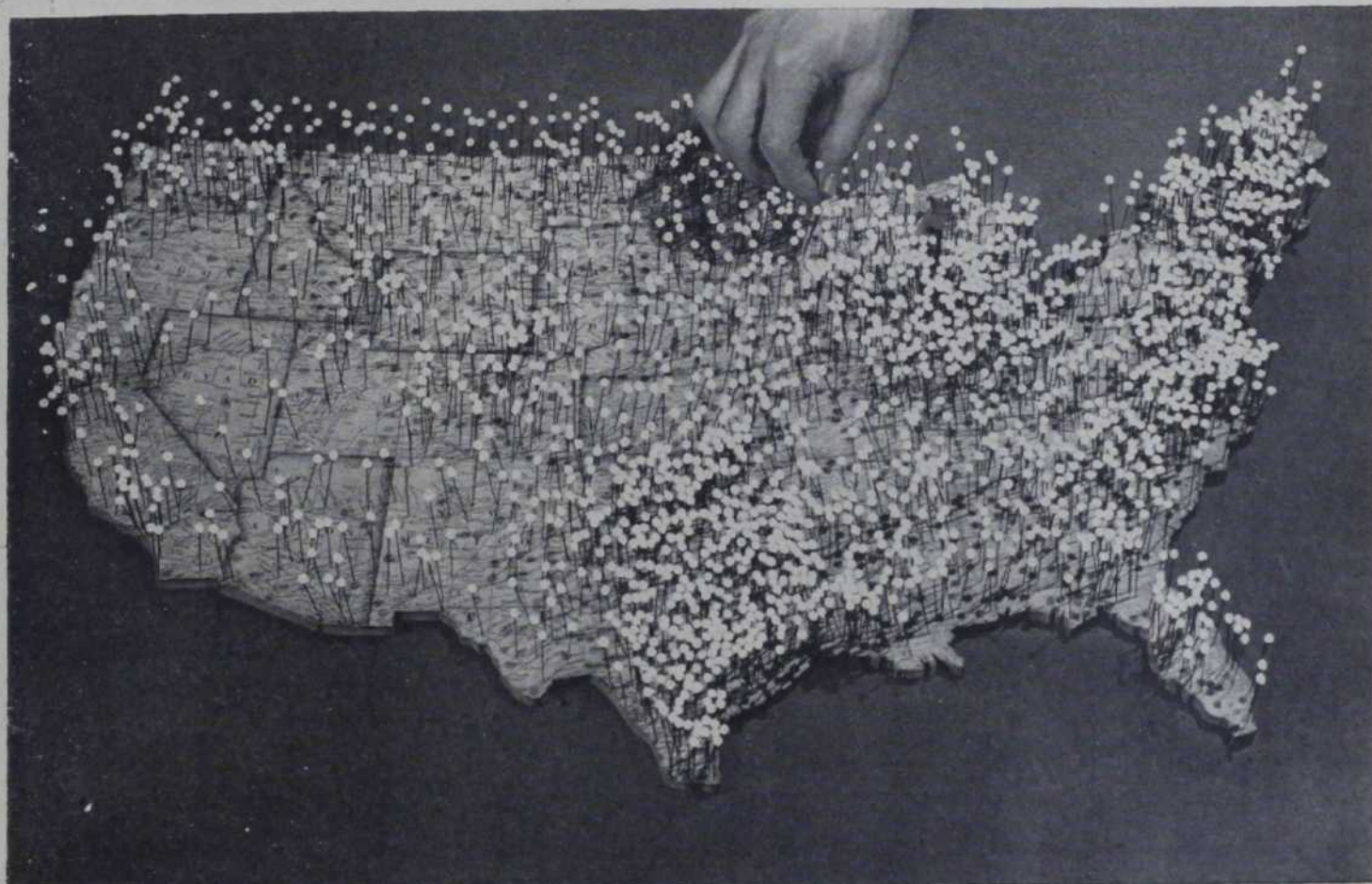


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## A Briton Explains England's Needs

(Continued from page 22)

goods sent to the British Isles. Most of it arose out of war operations in other parts of the world, particularly in India and in the Middle Eastern countries. At the beginning of the war, it was not thought right that India (for example) should bear more than the cost of her own self-defense, narrowly defined. Accordingly, whatever the British Army (as distinct from the Indian Army) wanted from India was to be paid for, and if the Indian Army fought outside India, its expenses should likewise be paid for by Britain.

It was not then foreseen that the war would lead to a major campaign being fought just outside India (in Burma) but with India as its base. Nevertheless, the bargain has been adhered to. (If British imperialism is as powerful and as ruthless in India as is often supposed, the agreement would long ago have been cancelled.)

### No reverse mutual aid

IT IS not often realized in America that whereas the United States insists on receiving Reverse Lend-Lease from India in return for the aid given, Britain does not. Similarly the aid that Britain has given to the other Allies—for example, to the Governments which sought refuge in London when their lands were overrun—has been given without condition in the present or thought of return in the future. Perhaps these arrangements were too generous. As things turned out, they unquestionably were. But the Englishman finds it a little hard to have the results of overgenerosity in a good cause treated as if they were the results of his own improvidence or inefficiency.

I have dwelt at this length on the origin of the present difficulties not as the prelude to a plea for extended charity, but in the attempt to explain why the British Government shows some reluctance to deal with the resulting situation on strictly "business" principles. The difficulties did not arise in a "business"-like way. They arose from fighting a war on a strictly non-commercial basis, with no thought for business advantage. The British people see nothing in their debts of which they need feel ashamed. On the contrary, they are the wounds of war service. And, try as they will to assume the modesty that is proper to a debtor, they find

it impossible to approach the matter as supplicants, but as partners seeking an agreement on the best means of disentangling the accounts of a partnership.

The end of hostilities, of course, creates a new situation, for which new policies will be needed. There is no desire in Britain more keen than the hope that America and Britain can march together in reconstruction as they have done in war. But, as seen from London, the policies that the United States Government puts forward are strangely contradictory:

On the one hand, we are told that, as from VJ-Day, all transactions must be put on a commercial basis, including even the goods in the pipeline.

On the other hand, we are urged to remove all forms of restrictions and discriminations on trade and to dismantle as soon as possible such wartime measures as exchange control and import licensing.

To an American, no doubt, these two policies are fully consistent. Let me try to explain why, to an Englishman, they are flatly contradictory of each other.

Let us suppose that Britain follows

the first course and undertakes to pay interest and sinking fund on every dollar spent, above her own dollar earnings, after VJ-Day. If the present food rations in Britain are not to be reduced and if the reconversion of industry is not to be held up for lack of raw materials, there will be a deficit in the next two years of at least \$2,000,000,000. (I say two years because that is the shortest time in which we can hope to restore our export trade and therefore our earnings of dollars.) A 30-year loan at 2½ per cent would require, in interest and sinking fund, at least five per cent; five per cent of \$2,000,000,000 is \$100,000,000. That, then, is the minimum obligation that would be assumed.

### Trade couldn't pay the loan

BUT, in the five years before the war, imports into the United States from the United Kingdom averaged only about \$160,000,000. There were, it is true, some "invisible imports" in the shape of shipping and insurance earnings, offset by royalties on American motion pictures—but Britain will have few "invisible" sources of dollar earnings after the war, especially now that her dollar securities have gone.

Moreover, can the prewar market for British goods be counted on? When Scotch whisky, Irish linen, pottery, tweeds and similar goods have been in short supply, or unobtainable, for more than six years, may not the taste for them have changed? Shall we be able to rely on buying dollars from other countries who have more than they need? Which countries will have more dollars than they need? When all these uncertainties are considered, it becomes obvious why the British Government should be reluctant to assume the obligations of a large loan.

Another thing should be hardly less obvious. If Britain's postwar dollar earnings have to be mortgaged to meet the interest and sinking fund on a large loan, there will be fewer dollars to spend on American goods. Indeed, if loan charges take \$100,000,000 or more out of dollar earnings which may be less than \$200,000,000 there will have to be the severest restrictions on all British purchases from the United States and Britain will have to buy in America only what she cannot buy elsewhere. This is where the contradiction comes in, because if Britain listens to one American voice and has to obtain her needs of dollars by a commercial loan, then she cannot listen to the other



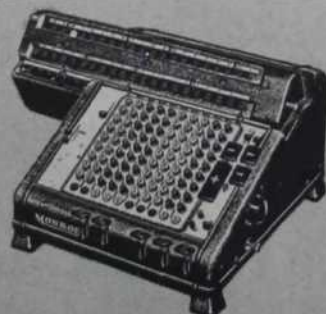


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voice which bids her lift the restrictions and abolish the discriminations.

Conversely, if there is to be an early end to the restrictions on trade, to the wartime measures of economic self-defense, then Britain will have to get her dollars by some means that does not impose on her the burden of a further debt. It is not for an Englishman, writing in an American magazine, to say what those means should be. He can only pose the limits within which the problem has to be solved. At the one limit, Britain cannot afford to assume the obligations of borrowing more than the smallest sums. At the other limit, if there is to be a speedy return to full and equal terms of trading, then somehow, by some means, dollars have got to be put into the system of international trade in order (if I may use a metaphor that is perhaps not quite discredited) to prime the pump. The Bretton Woods institutions, it should be remembered, are specifically debarred from assisting in clearing up situations that are the direct legacy of the war.

#### For America to solve

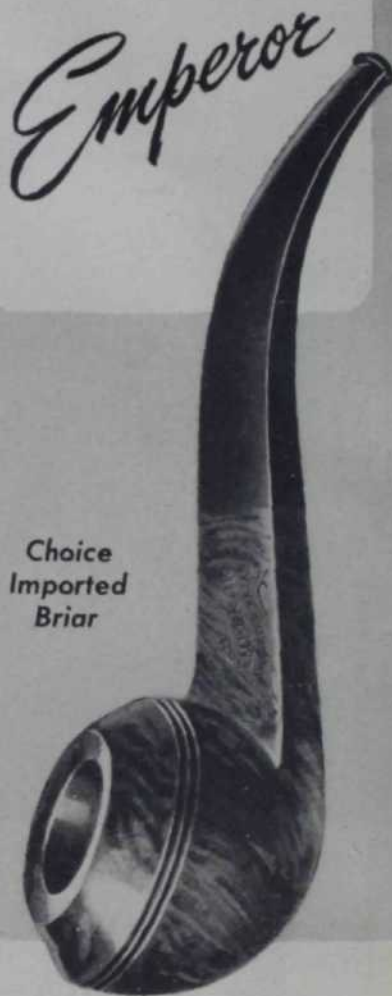
THOSE, as an Englishman sees it, are the limits within which the solution of the problem must be found—and they are set not by British good will or bad will, but by the facts of the case. It is for Americans to say what shape the solution shall take and I am sure that I speak for all my countrymen when I say that we will loyally accept any decision that follows the logic. If the choice is for an immediate return to strict horse-trading, then so be it—but in that case we shall have to economize our dollars and buy elsewhere. If the choice is for a speedy return to free trading methods, then we shall welcome it still more warmly, but we shall need a helping hand over the stile into the rich pasture of postwar trade.

I have referred to "priming the pump." But will the pump be primed? It is reasonable for any American to ask whether this "temporary" assistance will not become permanent. If Britain cannot balance her books in 1945, will she be able to in 1947? Have not the major British industries been proved to be technically backward? And is not Britain just about to enter on a costly Socialist experiment?

No promises can, of course, be given about future uncertainties. But I think it is possible to reassure these particular fears. It is true that great emphasis has lately been placed on the technical backwardness of some

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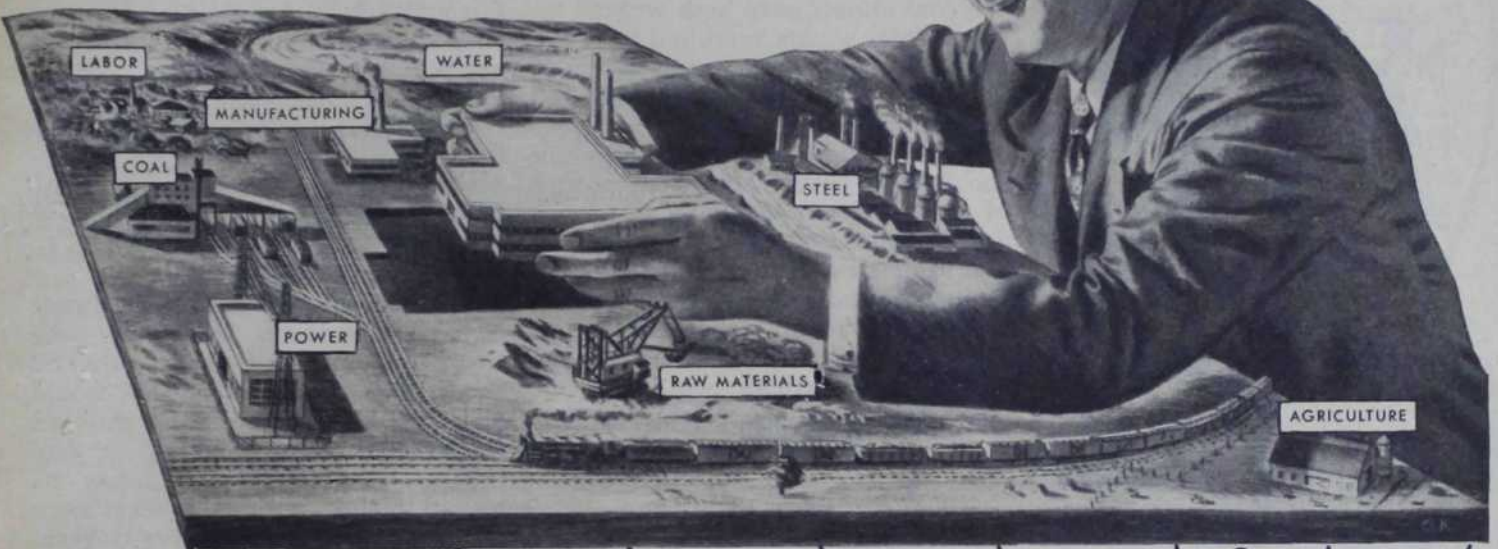
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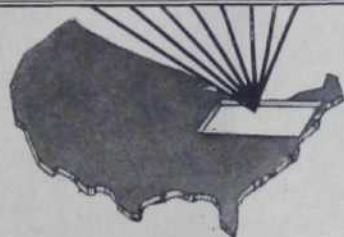
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CLEVELAND . . .	Union Terminal . . .	A. J. CROOKSHANK
DETROIT . . .	Central Terminal . . .	A. B. JOHNSON
PITTSBURGH . . .	P. & L. E. Terminal . . .	P. J. SCHWEIBINZ
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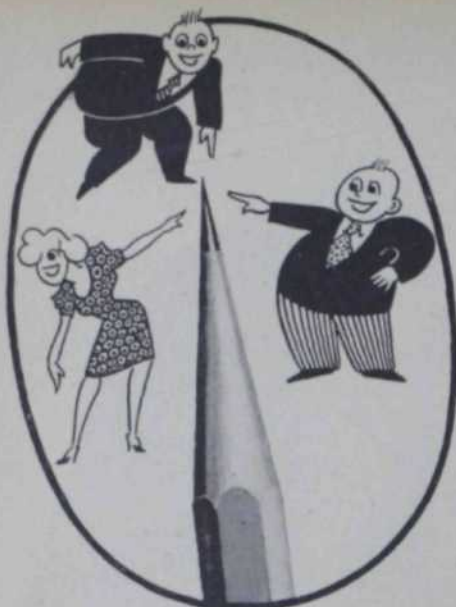
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British industries—but what is important is, in my view, not the faults revealed but the great seriousness and urgency with which the problem of correcting them is being approached. The two most outspoken reports, the Platt Report on the cotton industry and the Reid Report on the coal mines, were both written by committees wholly recruited from the industries they criticized so severely. Never has there been such drastic and determined self-criticism.

Nor are there any illusions left in the British people about the nature of the problem they have to face. I cannot think that the nation that designed and built the Spitfire and the Lancaster, the Mulberry Harbour, the Pluto pipeline and that played an equal part in the development of radar and the atomic bomb, will fail in the task of industrial regeneration to which it has now put its hand.

### A question of means

AS for Socialism, I would not pretend that the average British business man voted for the Labour Party at the recent election or that he is pleased at the result. The quarrel between Socialists and Conservatives in Britain is not whether the productive efficiency of British industry should be improved, but by what means. Many industrialists are willing to concede that, in Britain's economic position—so different in nearly all respects from America's—private enterprise needs to be coupled with the power of the state.

The new Government have already demonstrated their discrimination. They propose to nationalize the coal mines—and few people outside the ranks of the mine owners themselves would object, since the British coal industry is pre-eminently one that

could hardly be reorganized by the methods of private enterprise. On the other hand, they have proclaimed that the cotton industry must seek its salvation under private ownership.

Not being a Socialist myself, I am not trying to convert any reader of NATION'S BUSINESS to Socialism. But I would ask him to reflect that, of the fully democratic countries, there are Socialist Governments already in Sweden, Norway, Denmark, Belgium, Great Britain, Australia and New Zealand and they may be joined later in the year by France and Holland. Only in the United States and in Canada is Socialism considered to be a synonym for catastrophe.

Can 140,000,000 democratic people be so badly wrong that they have cheerfully embraced certain ruin? So far as Britain is concerned, I would hazard the guess that a careful and moderate Socialist Government may restore Britain's ability to pay its way in the international market more quickly than a Conservative Government that had no better devices than the protection of vested interests practiced by the Tories in the Baldwin and Chamberlain era.

My final plea to the American business man is not that wartime methods should continue into the peace but that he should not pretend the war is over yet. At least it is not yet over for us. Indeed, we shall be lucky if we get rid of our ration cards in another two years. The world war did not begin on Dec. 7, 1941, or end on Sept. 2, 1945. It began on Sept. 3, 1939 (or if you choose, it began on July 7, 1937, when the Japs attacked China), and it will not end before September, 1947, at the earliest. Are the principles and practice of Mutual Aid so peculiar that they must apply only to the middle four years of an eight years' war?







PATTERSON

# Henry Wallace's 1950

By LAWRENCE SULLIVAN

**WHEN Secretary Wallace says "unbalanced budget," he means something different from what most people think he does**

**M**OST business men will have difficulty following the economic theories set forth in the latest of Henry Wallace's trilogy—"Sixty Million Jobs." The predecessor volumes, "America Must Choose," published in 1933, and "New Frontiers," in 1943, were but the rough scaffolding for the present comprehensive outline of managed economy within the framework of political democracy.

The volume is perhaps more significant than important. It offers a guide and index to the philosophy and social attitudes of the Secretary of Commerce—a matter of deep significance in this critical era of reconversion. The want of historical importance which marks the work on every page arises, probably, from the fact that not many work-a-day citizens will regard the book with more than passing curiosity.

During his entire public career since 1933, Mr. Wallace always has had a new book in preparation. As Secretary of Agriculture, he surrounded himself with a group of fervid thinkers and plausible reformers. They began by writing, not books, but legislative bills to be sent to Capitol Hill for prompt enactment.

Their first bill created the Agricul-

tural Adjustment Administration, which aimed at a permanent balanced abundance, to be achieved by the simple mechanics of mass destruction of surplus farm crops and the future control of production through acreage allotments on each major crop. In the panic of the banking crisis, this measure was whipped through Congress almost without reading or debate. But when a moment of reflective contemplation revealed to members of the House and Senate what they actually had written into the Federal Code, the word passed informally among congressional leaders that all future bills touching farm policy should be written—or at least rewritten—on Capitol Hill.

## A group of planners

FROM about that point, in the late summer of 1933, the Wallace Group have been interested primarily in books. In 1935 they were leaders in the Washington political tempest which led to establishment of the Temporary National Economic Committee. In 1940, when the pamphlet alarms of TNEC had been forgotten by a nation which now found itself drifting into World War II, the planners set themselves up anew in the National Resources Planning Board.

This agency, Congress summarily abolished in 1943 by striking out the appropriation for the next fiscal year. For the unemployed planners, a new lease on official life was obtained soon afterward by the creation of the

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Board of Economic Warfare, which the then Vice President Wallace headed. This agency at length was liquidated by creation of the Foreign Economic Administration, which Mr. Wallace did not head.

Over some thirteen years, Mr. Wallace has thus held within his orbit some of the most far-seeing thinkers and most searing phrase makers in America. As one who watched the planners' GHQ as it moved from one alphabetical designation to another, I feel little hesitancy in describing "Sixty Million Jobs" as the flower of their decade's work.

### Collection of reports

IN the entire book there is hardly a thought or a statistic which had not been presented earlier in either the pamphlet reports of TNEC or the hefty tomes of NRPB. Throughout the text there recur constantly the favorite themes and shibboleths of David Cushman Coyle, Mordecai Ezekiel, Rexford Guy Tugwell, Richard Hipplehouser, Oscar Altman, Luther Gulick, Eveline Burns, Adolph Berle, and Alvin H. Hansen. Without naming them Mr. Wallace acknowledges his debt to the various government research staffs, in his introduction.

"It has been my good fortune during the past 13 years of official life in Washington," he says, "to contact the minds and share the aspirations of many thoughtful men and women in the various government agencies and in business, labor and agricultural groups who are thoroughly devoted to the common good."

Mr. Wallace uses 60,000,000 jobs "as the symbol, if not the arithmetically exact symbol, of the full employment we can have. . . ."

Because of technological advances and higher productivity per man-hour, he explains, it may develop that we can attain a national income of \$200,000,000,000 a year with only 55,000,000 people at work.

"If so, then we are so much healthier a nation."

Having opened this escape hatch of 5,000,000 jobs, Mr. Wallace then goes on to chart the legislative and administrative steps required to set up his Civic Index of the People's Peace of Full Employment. This Index is made up of ten points. They call for higher minimum wages and a federally enforced minimum standard of living; maintenance of farm prices, a considerably broadened public works program in rural electrification, river valley development and soil conservation; a housing program to "assure

adequate homes for all groups"; health insurance, socialized medicine, and federal grants-in-aid to provide better educational facilities "everywhere."

And ail of this is to be accomplished during the next five years, under Mr. Wallace's plan, concurrently with a gradual reduction in taxes "in a balanced manner, so as to stimulate private initiative, to increase consumption, and to protect the public interests against special tax privileges."

Yet all of this, Mr. Wallace believes, may be attained "without a Planned Economy, without disastrous inflation, and without an unbalanced budget that will endanger our national credit." But at this point, Mr. Wallace veers off into semantics—the science of giving new meanings to old words. Without an understanding of the new definitions Mr. Wallace has in mind, his paragraphs often do not make sense.

He is, for example, perfectly sincere when he speaks of doing all these things "without an unbalanced budget that will endanger our national credit." But when he uses the term "unbalanced budget" he is not talking about the same thing most people have in mind. To the lay reader, the budget is the businesslike itemization of governmental receipts and expenditures, with the annual deficit to be financed by public borrowing.

### The new style budget

BUT the Wallace Civic Index is constructed on the conception of a National Budget, in which all personal and corporate incomes and expenditures also are included, along with all governmental transactions. The whole then is balanced off at the bottom with the term, "gross national product." All incomes combined always add up to all expenditures combined, with the government deficits balanced off against private and corporate savings. The "gross national income" is the sum of all subsidiary incomes, and the "gross national product" every year is the result—obviously too clear and simple to be misunderstood! Hence, we shall always have "a balanced budget," no matter how much the government spends, or how little it takes in. By thus broadening and reconverting words as he writes, Mr. Wallace achieves a degree of logic and plausibility almost beyond belief.

To arrive at his calculation of 60,000,000 jobs, Mr. Wallace takes the Census Bureau's graph of population growth since 1900. This gives a total



"labor force" of 40,000,000 as of 1920, 54,000,000 as of 1940, and 62,000,000 as of 1950. Allowing for normal "frictional unemployment" of 1,400,000 (temporarily sick or incapacitated, changing from job to job, and seasonal unemployment), he finds 60,000,000 jobs the goal for 1950. He then constructs the following breakdown of working assignments, the table showing comparative figures for 1940, as reported by the Labor Department, and the theoretical figures set down by Mr. Wallace for 1950:

	1940 (Actual)	1950 (Wallace estimate)
Armed forces	600,000	2,500,000
Civil service	3,900,000	4,500,000
Agriculture	9,100,000	8,000,000
Domestics	2,000,000	2,000,000
Self-employed	6,400,000	6,000,000
Manufacturing & mining	10,900,000	15,000,000
Transport & utilities	1,600,000	3,500,000
Construction	2,700,000	3,500,000
Trade	6,100,000	9,000,000
Finance & misc.	3,600,000	6,000,000
Unemployed	7,400,000	1,400,000
Totals	54,300,000	61,400,000

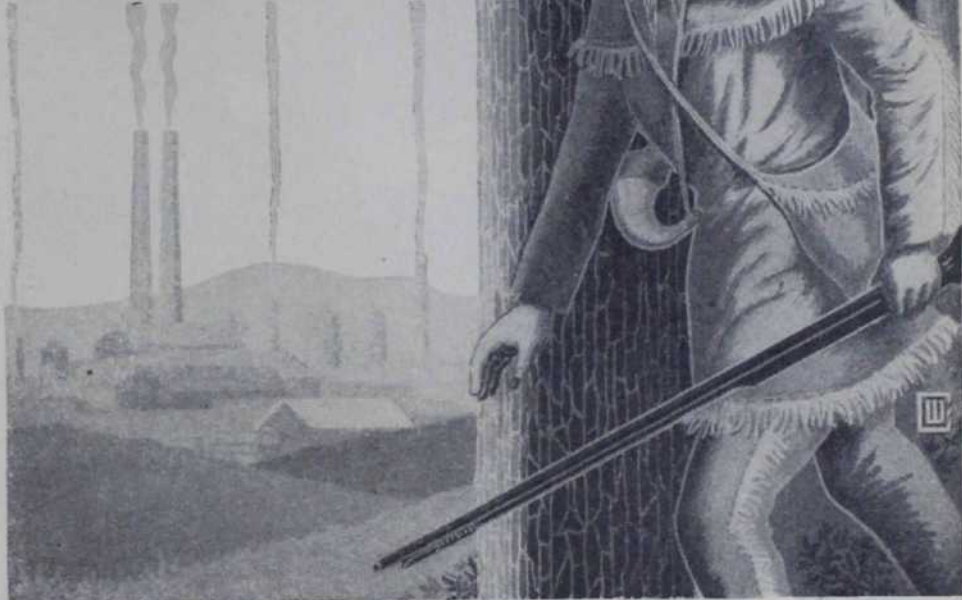
In its essences, then, Mr. Wallace's program is to reduce the 1940 unemployment of 7,400,000 to 1,400,000 by 1950. To absorb these 6,000,000 workers, he places 2,000,000 in the armed forces. That leaves him with 4,000,000 new jobs to be created under his five-year plan. That's nothing to be alarmed about, is it? It could happen, very easily.

The only thing we may be certain of at this point, if history is a guide, is that if it does happen, it won't be after Mr. Wallace's plan. This book will have nothing to do with whatever happens in America in the next five years, because not enough people understand Mr. Wallace's semantics. If some brash political demagogue should jump to the rostrum and shriek, "Let's make four million more jobs in this great country of ours," he probably would command a landslide following overnight. Few would even ask, How?

But Mr. Wallace says we must first construct an elaborate "Civic Index of the People's Peace of Full Employment," and then implement it with a new National Budget which would forever take the lid off of government spending. The old American conception of a balanced federal budget would be cast into the limbo, and government would gear itself to spend from year to year whatever might be needed to give everybody a steady job at good wages.

True, it is no simple matter to create 4,000,000 additional jobs in the postwar years. But many still hold sufficient faith in the energy and vitalities of the American people to believe it is much easier than Mr. Wallace's circumlocutions make out.

# INDUSTRY, TOO, HAS *Discovered* TENNESSEE



**I**ndustrial engineers for some of the Nation's largest manufacturers have recently "pioneered" Tennessee opportunities. They discovered:

Abundant TVA electric power at the lowest rate in eastern America . . . An unsurpassed variety of major industrial minerals and agricultural products . . . Huge coal reserves making possible economical steam-power generation . . . An inexhaustible supply of industrially suitable water . . . An inland waterway system of three great rivers for low-cost transportation to Midwest, Gulf, and World ports . . . A central location permitting 24-hour delivery to more than 51% of the Nation's population . . . Excellent railway, highway, and airline transportation . . . Cooperative skilled and semi-skilled native-born labor . . . An opportunity for low-cost assemblage of raw materials or manufactured parts . . . Uncongested plant sites near basic materials, river and rail terminals . . . Ideal living conditions for both employer and employee . . . A sound State tax structure. No personal earnings or sales taxes . . . A State and municipal government friendly to industry.

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## Out Where Victory Begins

(Continued from page 40)

aspect, of course, in the matter of insurance rates. But it also is an important long-range community betterment enterprise that will make the American city a better place in which to live.

Since the early '20's, towns all over the country have been surveyed to learn where and how fires occur. Fire prevention schools have been organized in factories. Sectional meetings for industries as well as community gatherings have been arranged. Merchants have been shown how to protect hazardous stocks. Local governments have been prodded to tighten up fire inspection and improve fire-fighting methods.

Today, cities representing 50 per cent of the urban population of the United States are enrolled in the annual Inter-Chamber Fire Waste Contest, which was inaugurated by the United States Chamber of Commerce 22 years ago.

During the period 1923-40, the nation's yearly fire loss dropped from about \$500,000,000 to \$300,000,000.

### Building community morale

RECREATIONAL projects, parks, music and even art exhibitions have had their share of attention as community morale builders. Kansas City's Philharmonic Orchestra was a Chamber of Commerce idea. The Flatbush, N. Y., Chamber sponsors an annual art exhibition.

Springfield, Mass., has a "legitimate" theater once more because of the enterprise of the local chamber of commerce.

The Community Chest idea was originated by the Cleveland, O., Chamber of Commerce.

The current drive to strengthen the country's educational system, started early this year by the U. S. Chamber of Commerce and local chambers in many parts of the nation, may turn out to have an important effect on our future national efficiency. It is spotlighting an elaborate documentation of the thesis that better education is paying dividends in this technological age.

In its present form, the American local chamber of commerce is unique among world commercial organizations. Tracing its lineage back to the trade associations in Venice in the Middle Ages, the idea was brought to



our country by the Colonial settlers. Here it eventually had a development of its own, like so many transplanted institutions. While there are chambers of commerce throughout Europe and Asia today, nowhere but in America have chambers of commerce entered actively into the field of community engineering and social welfare.

The first American chamber of commerce was formed in New York in 1768 by a group of worthies who saw in united action a chance to further their various business interests. The venture paid dividends and soon business men in other American cities followed the example. These organizations accomplished some community improvements, of course, but generally for a great many years they did not try to do much outside the immediate dollars and cents interests of their members.

The lesson of the fable of King Midas finally took hold, however, and shortly after the turn of this century, the chamber of commerce movement began to take a new trend in this country, a trend which already has resulted in a push toward practical idealism that has improved the functioning of communities all over the country.

In the years that lie directly ahead, there is reason to expect that the local chamber of commerce, a synthesis of many groups and interests, will play an increasingly useful part in helping to ease the stress of the postwar adjustments and readjustments that may threaten community equilibrium.

## War Worker Problem

**DEMobilized** war workers may present a greater problem in mental or nervous instability than discharged fighting men, according to prominent psychiatrists (after a year's nationwide survey of the "neuropsychiatric problem" for the National Association of Manufacturers).

In one typical large industrial organization, it is reported, nearly 25 per cent of all employees were found to be unstable.

The psychiatrists emphasized that any procedure aimed at "the better placement in industry of the neuropsychiatric veteran should be applied with equal or greater stress to laid-off war workers."

"After all," they say, "there's probably some of that neuropsychiatry business going on right in your own living room, war or no war ... so stop 'viewing with alarm.'"



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The new Model 55, illustrated above, is built to meet the needs of most mailrooms. Electrically operated, it handles all classes of mail as well as parcel post. It seals, imprints correct postage, postmarks, counts and stacks in one mechanical operation. And its patented Omni Meter prints any denomination from  $\frac{1}{2}$ c to \$9.99 $\frac{1}{2}$  in one impression!

The new Model 88 USPM Metered Mail Machine for large volume mailers, Model 57 for parcel post only, and the Model 45 hand-operated machine are also available. Order from your nearest Commercial Controls office today.

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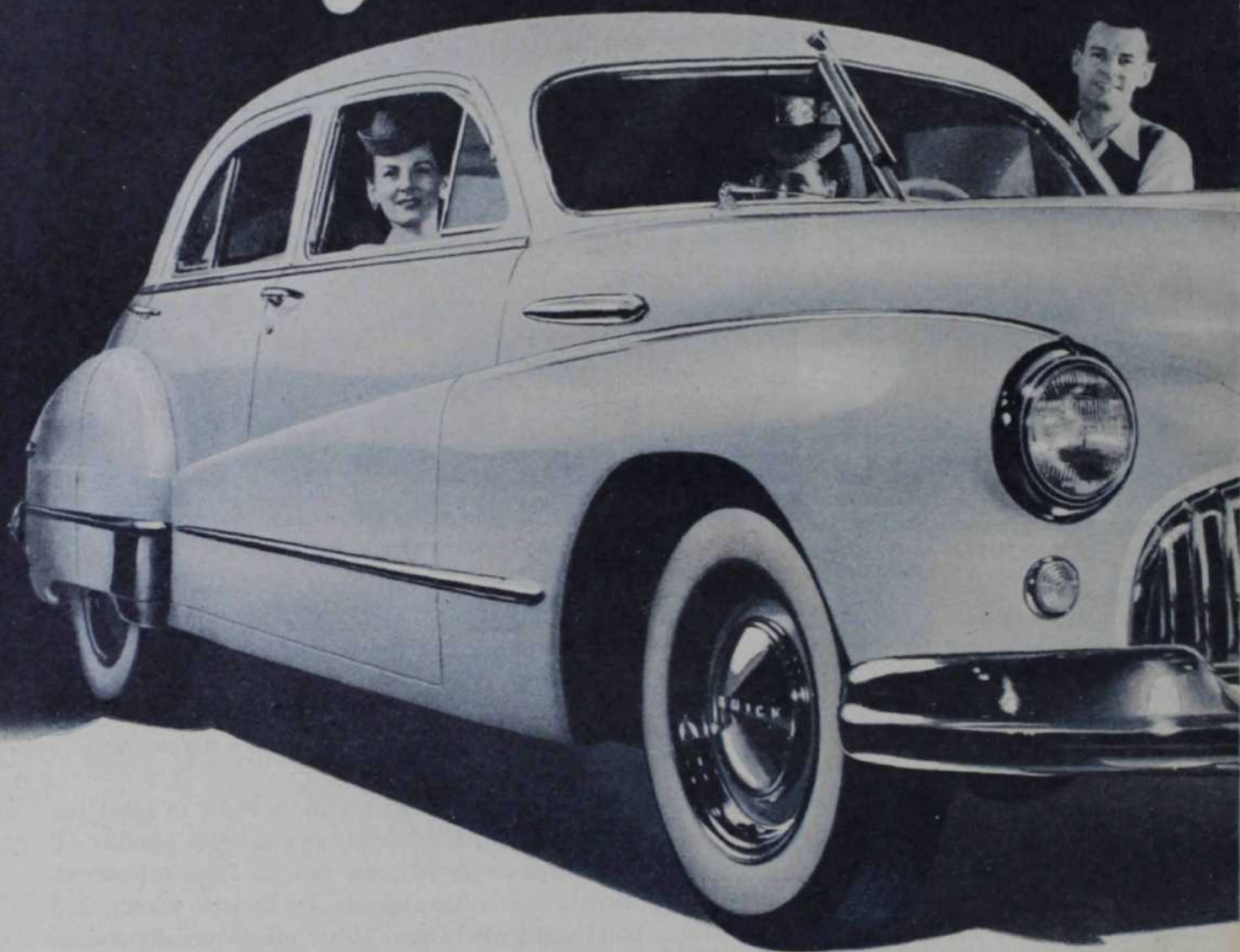
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So we overhauled our whole factory to advantage it with the latest in war-developed machines and processes.

We scoured the country for the stoutest metals anyone can buy today.

We set ourselves precisions that in some cases exceed those of aircraft engine production.

And we eagle-eyed every one of this Buick's 12,000 parts to see if it could be bettered in any way, big or little.

The result is that through every stunning inch of this bright new honey runs solid,



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dependable Buick *character*, honest and uncompromised.

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The cars your Buick dealer is now receiving are big. They're beautiful. They're Buicks.

In fact — the best Buicks yet!

## WHAT OTHER CAR HAS SO MUCH THAT CLICKS FOR FORTY-SIX!

**POWER**—from a Buick Fireball valve-in-head straight-eight engine that gets peak return from every drop of fuel.

**HIGH STYLE**—of car-length Airfoil fenders and bolt-on rear wheel shields.

**OIL SAVINGS**—from non-scuffing Accurite cylinder bores.

**FLASHING ACTION**—of light, lively Fliteweigh pistons.

**STEADINESS**—from full-length torque-tube drive and a sealed chassis.

**GLIDING RIDE**—from Panthergait all-coil springing with only a comfort job to do.

**COMFORT**—of soft Foamtex cushions with luxury type springs.

**SURE FOOTING**—of Broadrim wheels; maximum tire mileage, no heel-over on curves, and better car control.

**CONTROL**—through Permi-firm steering which eliminates need for frequent adjustments.

**CONVENIENCE**—of high-leverage StepOn parking brake that sets with a toe-touch and holds fast.

**PROTECTION**—of buttressed front and rear bumper curved to shield fenders, built for new bumper jack.

**SMARTNESS**—of genuine Body by Fisher with one-piece Turret Top, No Draft Ventilation, roomy interiors and three-person seats.

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automobiles are built  
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# Money Grows on Trees

By HERBERT COREY

**A**MERICAN trees are not growing as fast as they are dying from the axe, fires, bugs, disease and miserable old age. Every man who knows anything about trees—from the officials in government down to the boys who scrape resin in the pine forests—knows that.

Here are the official figures:

The average yearly growth totals 32,000,000,000 board feet.

The average annual drain of saw timber is 48,000,000,000 board feet of



PAT COFFEY FROM EPO

**TIMBER** is not only a basic resource but also a crop. Wise management of our forests sees the importance of sowing future prosperity as we cut the trees we need

which about 30,000,000,000 is useful forest product. The remainder is either useless or goes to bugs, fires and disease.

Everyone admits the figures are not accurate. They could not be, when it is considered that there are six hundred and thirty million acres of forest land, and that depressions, booms and wars affect the rate of drain and cannot be accurately foreseen. But they are as good as can be had.

If something is not done, the time must come when there will be no more trees fit for cutting and sawing. Not soon. Not nearly as soon as the alarmists tell us.

A good many things are being done. But an end will come if we do not grow more trees than we cut.

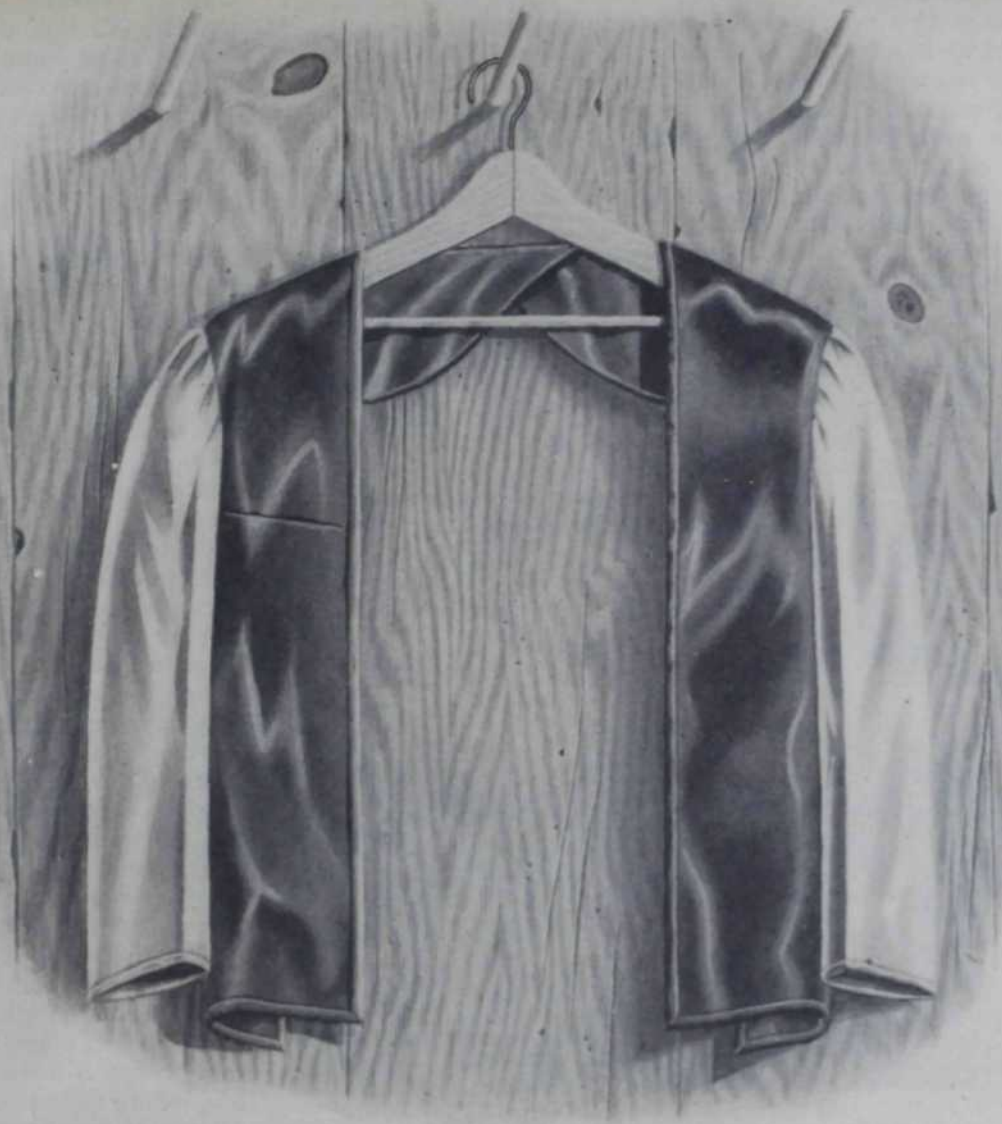
If we ever run short of lumber then Heaven help us, and Heaven only helps those who help themselves. Ten thousand different articles are being made of wood



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neers were able to give them all of the important needed "properties" for lining service. Properties such as strength, ability to take dyes, wear-resistance, many more.

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today. More will be made tomorrow. Jonah's gourd grew at the rate of granite as compared to this new industry. Every one of us is affected.

The United States needs 5,000,000—is that the latest estimate?—new houses. Most will be made of wood. The adobe, beaten clay, brick, cut stone, concrete, pressed steel houses will need wood for trim and forms. The railroads have taken the father and mother of a beating and want ties by the millions. Our industries are expanding and every one needs wood. There are no figures that any

one could believe. The demand for packing cases alone sounds like the short road to Betelgeuse.

Europe needs lumber like a baby needs vitamins. An estimate is that Europe will call on us for 1,000,000,000 board feet a year for no one knows how many years, in addition to whatever may be extracted from other countries. Europe had enormous forests in the pre-mania days, and even sold us a good deal, but the forests of the little, war-hammered countries have been largely impaired. Only Germany's forests were to

some extent spared. But for the immediate, pressing, cold and hungry moment, Europe is short of manpower, tools and transportation. Short of money, too. Most of her lumber buying from us will be on the cuff—but she must have lumber. All over the world angry men will be trying to break into print. That will call for more shiploads of pulpwood. China is in the market. Our sawed boards are easier to handle than trees from the jungle.

### War uses up forests

ALL this and more on the heels of one world war which cut into our tree reserves, a period of expansion and discovery that created new uses, an era of tough thinking by some of our world neighbors about the folly of unrestricted cutting. Then, to wind up, another super-world-war in which we cut all we could but we could not cut enough for everyone's needs. Nor did we always cut wisely because we had no time and we were short of the skilled lumbermen for really selective cutting. Our lumbermen did their best, but what could they do when the Government kept calling for more and faster to aid an Ally who was fighting for his life.

"The British didn't ask," said one official. "They demanded. That was before the metal alloys came into extended use in plane building. I didn't blame them. But we had one hell of a time trying to save our spruce."

Some of our lumbermen had tried to protect their stands by contracting for the saw timber on "units" in Canada. But when they wanted to cut the timber for sale to the United States the Canadian Government stepped in:

"Cut your own trees."

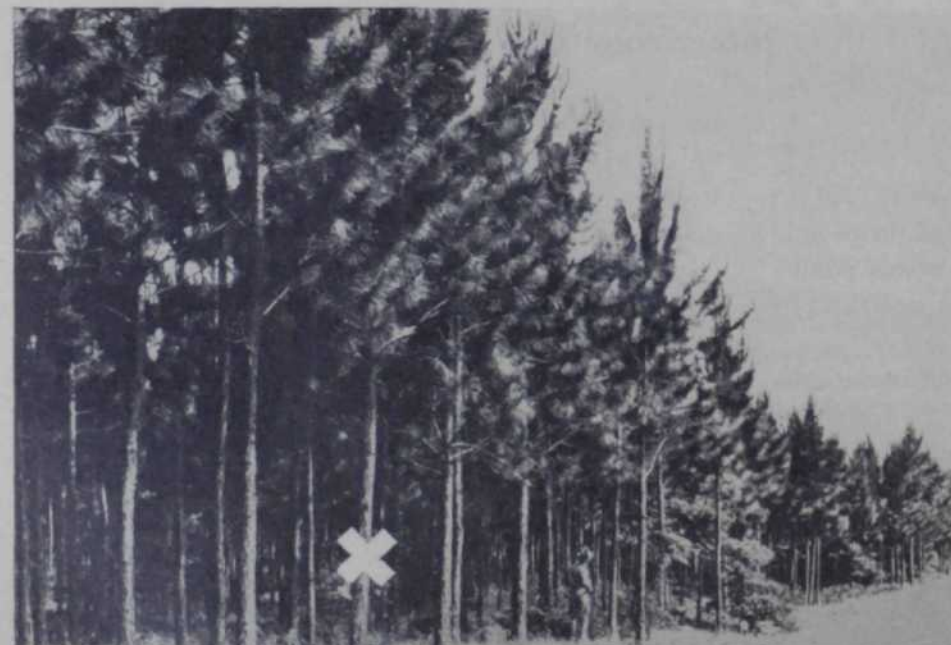
In the end the Canadian Government took over much of the Canadian-sawed lumber at the Canadian ceiling price—to the tune of despairing howls from the lumbermen—and resold it to us at the United States ceiling price, which was higher. The chief significance of the incident is that the Canadians, too, are becoming aware of the potential value of their huge forests. Our appetite for timber in the next few years will make Paul Bunyan look like a piker.

No man today can say what our ultimate forest policies will be.

The Administration may do something. All sorts of powers are hidden in the White House. Congress is trying to reduce their range and impact, but the demand for lumber will produce its own pressures. Congress may do something. When President Tru-



**1930** The cross marks an exhibition of good sense in conservation—seed trees have been left to make a future crop



**1939** Forestry conservation pays double dividends—it saves the land from erosion and sends the children to college



# "I'm a Rolling Stone that really Settled Down"

Reading time: 1 minute, 58 seconds



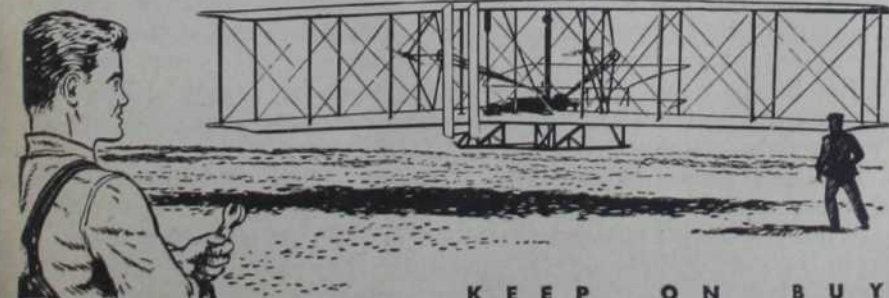
"THERE WERE eleven hungry kids in our family when I left the farm. Mother cried, Dad gave me a five dollar bill, the rest of the kids hollered goodbye as the train pulled out of the station.

"I'll never forget that first night in the big city. I sat on the edge of my bed and felt pretty homesick. The landlady had said she'd trust me for one week's board. So, tomorrow I must get a job.

"After two days of despair I saw some lights in a little shop near the rooming house. I went over. Some men were fixing a boiler. I was scared, but I asked the boss for a job. I couldn't believe my ears when he said, 'We need a handy man, come around tomorrow.' I came around alright, and I stayed ten months.



"I got to be quite a machinist. I moved into a lot of different jobs for many years. I traveled all over the Middle West. I liked to be on the move. The biggest thrill I got was doing some work for the famous Wright brothers in their little Dayton machine shop where they were building their first airplanes. People thought they were crazy, but they didn't seem so to me.



"My sideline in those days was boxing. I saved quite a bit of prize money. On one of my trips to Detroit I saw the town was beginning to boom and that automobiles had come to stay. I decided to stay too. I got a job in a big automobile plant and thought about getting married and settling down.



"As soon as I got the feel of the automobile business I wanted to get in it for myself. I quit boxing, got married, and on the side I bought some used cars. I fixed them, cleaned them and sold them fast. I liked handling cars. I quit my other job, and in a single year sold 420 used cars. I was settling down alright, I was a family man. I was in business.

"Then Mr. Chrysler brought out his marvelous new car. Boy, did I like that car. And Mr. Chrysler was looking for dealers too. My machinist training and my car experience now came in mighty handy. Instead of used cars, I now bought and sold those beautiful new Chryslers, and then Plymouths. Except for the war that's what I've been doing ever since. The future is even brighter than the past for Chrysler-Plymouth dealers. I'm sure glad I'm one of them."



THIS is another true story from the records of the Chrysler Corporation, a story of individual initiative and enterprise in a free country. When the war came this distinguished Chrysler dealer converted a large portion of his fine establishment to the needs of war production. Now that the war is over he is ready to sell new Chrysler-Plymouth cars again, with thousands of friends and a fine record backing him up.

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man outlined the list of jobs ahead for Congress he spoke of the necessity of saving the woodlands. The federal Government and the states may get together. The lumberman and the people may get together.

There are the possibilities.

If what should be done were done, 2,000,000 men would be put at work and perhaps \$2,000,000,000 spent each year. There is no angry disagreement with that statement. Arguments, when they start, are over who should do the job.

### Forests need cultivation

THE forests should be cleared of trash and slashings and criss-crossed by roads and firelanes. Then the worst enemy of the trees could be controlled. There will always be forest fires, thanks to idiots with cigarettes and old fashioned folk who want to green up their pastures, and lightning, and snake-eyed men with grudges. But scores of proofs can be shown that fire loss can be cut to a low average.

A tree is like any other vegetable, and when its time comes it dies. Then it becomes a hazard to the health of

owned forests under strict control and the forests are the better for it. Tree-farming is becoming an important part of the industry and forests are being grown.

A young man might be too impatient to start from scratch and wait 50 to 100 years for a harvest, but owners of cut-over or ill-treated woodland are now making sure of steady incomes through the use of modern methods.

In the sapling days of our republic, we treated our forests as though they were inexhaustible throughout our national life—and we were *not* to be blamed for it. Now we are beginning to conserve them, not necessarily as European countries do, but in an American way to meet American conditions.

Sweden has poor soil and a miserable climate but her tree-farms provide a dependable annual income. In all the continental countries the forests are free of underbrush, trees grow at regular, well spaced intervals, and artists sit around at easels and paint pictures of pathetic old women stoop-shouldered under a weight of faggots. The old women

for good saw timber until they began to attack the forests with bulldozers and caterpillar tractors. Now that mischievous waste bids fair to become a source of income.

American ingenuity is in truly American fashion substituting bigness and speed for puttering. Instead of the old woman with her backload of faggots, Americans are beginning to use that woodland waste in making pulp and plastics and chemicals. The forests will be cleaned just as the European forests are but, instead of the cleaning process supporting a few sooty-faced peasants huddling over a pot of soup simmering on a handful of twigs, the American way will have plate-glass factories turning out miracles. It's the American way.

Nothing but the war has held it back. It offers one way of relief for a part of our forest difficulties.

It might in time—and plenty of time is admittedly needed—make it worth while to grow forests just for the waste. Hundreds of thousands of acres are today covered with trees that are worthless for lumber, but that could be an endless source of pulp for papermaking. Of our 630,000,000 acres, only 462,000,000 acres carry potential commercial forests. Of these only about 100,000,000 acres are in virgin timber. Much of this is in localities so remote or in mountains so rugged that lumbering is not feasible.

### New timbering conditions

MOST of the remaining high quality virgin timber is in a comparatively small area on the Pacific Coast. In the Southern pine forest area the transition from original "virgin" growth to second growth is nearing its completion. This has resulted in a change of time-honored timber operations, including a gauging of harvests to the capacity of the forest lands to produce more timber. The advent of the pulp and paper industry in this area has assisted this transition by providing a ready market for younger trees while the remainder of the second growth forests is growing to saw log size. Naturally, this process has resulted in reduction of some mill capacities and somewhat painful changes in some communities, but the forest industries as a whole feel that they are now on a more permanent and stable footing than ever before. Of the 630,000,000 acres—exclusive of Alaska—about 200,000,000 are owned by the federal or state governments or by communities. Broadly speaking they are well cared for. Their owners are not forced to pay



Although it took hard work, it didn't take much sense to leave the land in this condition—any determined fool could do it

its former neighbors. If dead trees, unhealthy trees and choking undergrowth were cut out, more and better trees could be grown on the same acreage. The trees should be protected against insects and disease, which are only second to fire in destructiveness.

Tree-cutting should be managed so that our forests will yield an everlasting supply of lumber. This is possible. Many of the larger American corporations are doing precisely that. Cutting is permitted in federally

offer the clue to the perfection of European forests. They gather twigs and sell the faggots for a few pfennigs or centimes because Europeans have been forced by conditions to be twig-burning, penny-scraping peoples.

In the United States we do not burn faggots. We lack the patience and the need. We warm up at roaring fires on cold days. The undergrowth which is a source of income in Europe has been a nuisance to us. We burn it out or let it rot. It got in the road of our loggers and handicapped them in their search





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taxes, interest and labor costs on a parity with private owners.

A magnificent future is possible in the lumbering business.

If the private owner does not look out it will be a federal future. That is what many of the owners think. They do not want a future in which the federal Government will blaze the trees to be cut and boss the owners around and give the sons of well-to-do citizens badges and pack outfits and send them out to spend their vacations in the primeval. They want to preserve the system of private enterprise and let the Government in only as far as is mutually agreeable and they would prefer to cooperate with each other and the state, county and federal governments. At this point differences of opinion arise.

## Agreed on conservation

THE one thing that everyone agrees on is that the forests must be conserved. There is no reason why we should not have sound saw-timber and pulpwood and the raw material of chemicals and plastics and shingles and fenceposts—all we want of all—forever and ever.

A start already has been made by forward-looking elements in the forest industries. Cooperative efforts among federal and state governments and forest owners to prevent forest fires have made giant strides in recent years. But still the big part of the job is ahead.

Lumbering was the first American export industry. The Norsemen shipped logs back home centuries before Christopher Columbus was ever heard of. The Puritans sold logs to England. They traded potash for slaves and rum. (Not to encourage a volunteer defense of the Puritans just say that some Americans did.) Logs were rafted down our rivers and board shanties made possible the settlement of our prairies.

The first lumbermen cut and slashed regardless. Everyone knows what they did. They had no way of getting rid of the slash. They worked fast, on a low margin, they had no way of foreseeing the immense growth of our population, and it was not until we began to bust out of our britches that any one suspected that our woodlands would not be inexhaustible. The first generation or two of lumbermen were *not* to be blamed any more than a hound dog is to be blamed for running a fox.

The present generation blame themselves. Not all of them. But some of them, on their own testimony, are broke and reckless or bony-minded,



or caught with timberlands that must either be cut the cheapest way or not at all and taxed to death on properties that cannot be productive for years or exposed to the poaching of little men who hitch a tea kettle to a buzz-saw and get out boards at a cost no sound firm can meet competitively. Some of them—they say themselves—  
"Are just plain heels."

There is in rough outline the lumber-and-forest situation. An increasingly better job must be done. The saving fact is that everyone admits that much, even if, for this reason and that, not all of them cooperate in the doing. The big companies do for the most part. They cut their trees wisely, keep their forests clean of slashed stuff, guard against fires, tree pests and diseases, and plan to stay in business forever.

The small time lumberer and the farmer are the chief offenders. Because of the heels, big heels and little heels, the South and Northwest and the formerly wooded lands of the East are not producing the timber crops they could and should produce. Slashed watersheds run mud into city reservoirs and double and redouble floods and the swift run-off tears the starved surface soil off hills.

Farmers own nearly one-third of all commercial forest land and many of them have made matters worse. They have not known the value of the trees they sell, they like to clear new land for crops, and not until lately have they begun to comprehend that, by maintaining tree-farms, they can assure a moderate annual income without depriving themselves of the cordwood and posts they must have. The growing breed of farmers, the 4-H'ers and the like, are getting the point.

In many farm woodlot areas there is a significant and encouraging degree of cooperation between timber users, such as pulp mills, and timber producers, such as farmers. Such industries, requiring the raw materials that come from many small farms, are making available technical assistance in forestry, as well as a ready market for the products of farm forests.

### States aid in protection

A DOZEN or so states have enacted laws providing for the protection of forests. They have not always been good laws, they have not always been properly enforced, and they are sometimes overcast with politics. But it is a beginning. Tax laws have been amended so that uncut lands have been spared an impossible burden and taxes are paid at a fair rate when the

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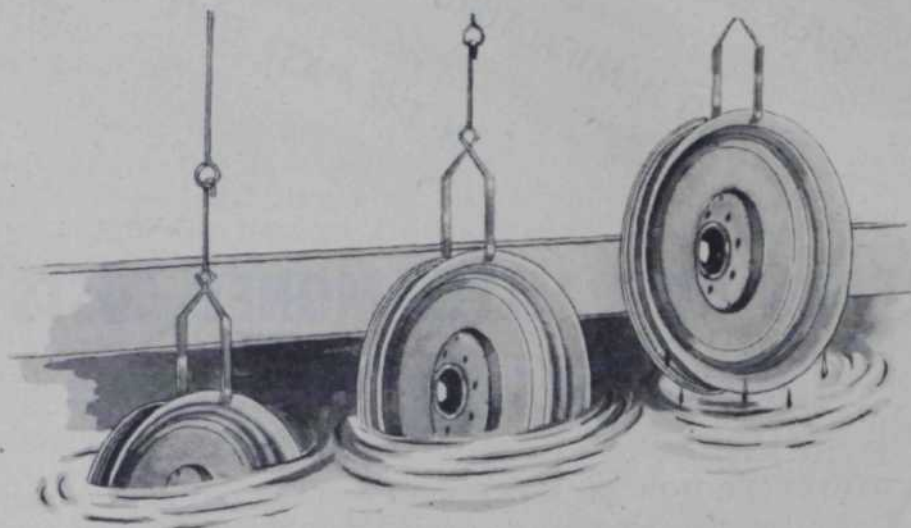
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cutting begins. The federal Government on its 200,000,000 acres of forest land—some of these acres have little valuable saw timber and are in rough and inaccessible areas—has demonstrated that, even under these handicaps, tree-cutting can be conducted to improve the forests steadily and produce an increasing income.

### Profits from cutover land

THERE are 77,000,000 acres of cutover land that are worthless in their present state. If replanted, which is a toilsome and costly operation, they could be made profitable in time in all the many ways that forests are profitable.

Since 1911 the Forest Service has acquired 18,000,000 acres which are now worth far more than they were at the time of purchase and are revenue producing.

States and communities would find it profitable to buy and take care of not less than 50,000,000 acres, which are now for the most part non-producers of taxes.

We have ten times as much commercial forest land as have Canada and the Scandinavian countries, plus better land and climate, and yet, without our imports of pulp many of our paper-making factories would be hard put to it. That's silly. Two-thirds of the sawmill capacity in the Puget Sound country will be dismantled in the next few years, the Columbia River forest cannot maintain for long more than one-half of its present saws, and much of the best timber has been taken from Oregon.

This area is now in the midst of its transition from a virgin timber economy to a second growth economy, with its attendant pains, but, as in the South, the result is confidently expected to be permanence and stability based upon the capacity of the land to grow tree crops. In recent months hundreds of thousands of cutover acres have been acquired by pulp companies which are converting them into producing tree farms.

So what's to do?

### Federal control not wanted

NO one—so far as discovered—in the industry wants the federal Government to get into it in a big way. Memories of the W.P.A. are still redolent. There is talk of a complete federal control, and no one but the world-remakers seem to want that. We are just beginning to slip out from beneath the war authorities. Even the talk of a \$2,000,000,000 annual spending and the employment of

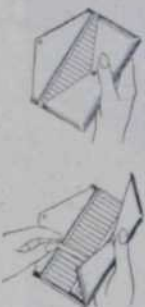








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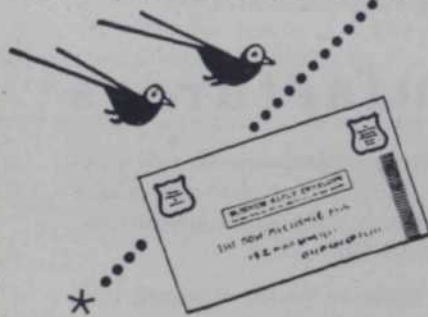
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2,000,000 men seems not to be sufficiently succulent bait to rouse popular enthusiasm.

Yet we may be approaching an era when as many jobs as possible will be needed, and there are billions of dollars' worth of army equipment—bulldozers and trucks and the like—which will rust out if not used. A legal way of assisting the states to do what is right by their forests has been found. Whatever is done may call for immense federal loans—perhaps grants—plus state and community financing. Lumber interests say that a system of cooperation between privately owned companies, states and individuals, coupled to a long period of education, would in the end be successful. They have had enough experience to be certain.

### Trees as a farm crop

MANY leaders in the forest industries already are acting upon this certainty. Within the short space of four years they have developed a "tree farm movement" from nothing to more than 10 million acres of forest lands devoted to the principle of continual tree harvests. This is only a fraction of the harvested forest lands of the United States which today are producing new crops of trees and which in time will be included in the tree farm program.

While it takes 100 years to grow a big tree, the application of the principles of good forestry and improved methods of utilization now make it possible to harvest profitable forest crops in many forest areas within 25 years.

That's the problem ahead of us. Be sure of this. Something must be done.

### Initials Will Remain

ON the deck rails of the *S. S. Queen Mary* are thousands of sets of initials carved by G.I.'s on voyages to and from the fighting fronts. Normally, in reconditioning the troopship, the rail surfaces would be planed smooth so no cuts would show. As a memorial to the men who crossed in her, however, operators of the ship will leave the initials as they are and preserve them for years to come with fresh coats of paint.

Incidentally, a good number of the veterans may want to show their initials to wives and children when they take future sea trips at their own expense.

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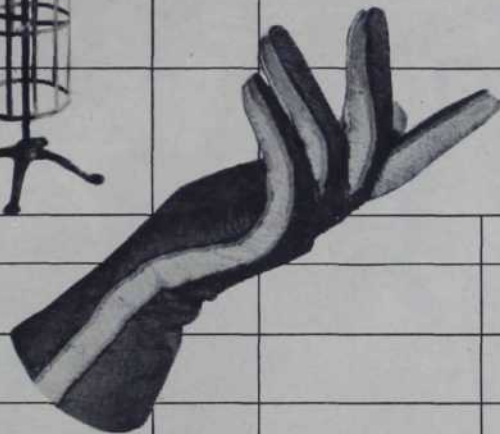
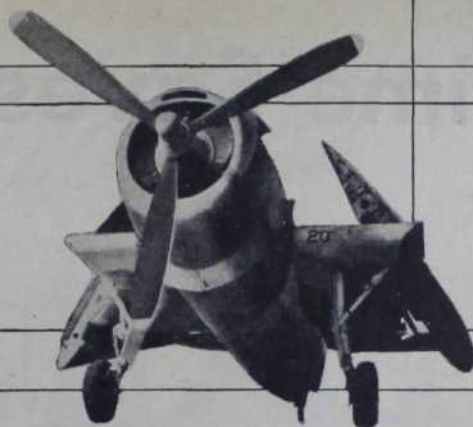
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# MOORE BUSINESS FORMS, INC.



# A Talk in Time Saves Strikes

By BLISS ISELY

BY TALKING things over with its workers, and settling differences while they are small, this company has avoided labor troubles



EDGAR B. SMITH

Clarence Coleman (left) and Sam Keefer, union president



J. H. FITZGERALD

These and other workers at Coleman's have the satisfaction of knowing that, whatever their complaint, their boss is willing to listen

IN ITS 46 years of existence, the Coleman Co., Inc., of Wichita, Kan., has never had a strike. That may not be a record. But in these days when labor troubles are commonplace, it is enough of a record to warrant examining it.

The Coleman Company makes 70 different products ranging from gasoline lanterns to house-heating furnaces, employs 1,250 men and women, and maintains an open shop.

Before 1937, the firm bargained directly with each individual employee or negotiated through the Coleman Employees' Association.

When Congress created the National Labor Relations Board, the association was disbanded. NLRB

called a plant election and the workers voted to form the Independent Appliance Union, to which more than 85 per cent of the eligible employees now belong. Incidentally, Payne H. Ratner, former governor of Kansas, acts as the union's attorney in negotiating contracts.

"We feel we gain more," says Sam Keefer of the tank department and president of the union, "by sitting down with management and talking things over across the table than we could by striking."

With this, Jim Davey, machinist

and the union's business manager, agrees.

"There are four reasons," Keefer adds, "why we are able to get along on a friendly basis with management:

- "1. When we have something to say, management will listen.
- "2. Management so plans production that we have no seasonal layoffs.
- "3. Our wages are equal to, or better than, wages of competitors.
- "4. Those at the head of the firm



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are folks just as we are, and speak our language."

Keefer recalls that, when he first became president of the union, he used to pound the table and talk loudly in dealing with management. He still uses his fist and raises his voice occasionally to emphasize a point but has discovered, he says, that the bosses listen even when he speaks softly.

"They act as though they want to give us a break," he says. "We don't always win but, no matter how big or how small the matter may be, they always listen. You get to liking guys who'll listen."

### Union proves its case

THE Coleman Company, however, is not paternalistic. The union has found, according to Keefer, that when it presents a case, it has to prove that what it seeks is not only good for the workers but also economically sound for the firm.

Take the case of vacations, for example. The company had been giving one week's vacation with pay to all employees who had been with it at least a year, two weeks' vacation with pay to those who had been on the pay roll ten years or more. The union asked for a two-week vacation period for all employees with five years or more of service.

"In presenting our argument," says Sam Keefer, "we showed that a worker with five years' experience is a more valuable employee than a new

man. Promise a man two weeks' vacation with pay, after five years of service, and he'll be more likely to stick with the company than if he has to wait ten years.

"Once he has gained the longer vacation, he'll think twice before he quits and has to start over again at the bottom of the seniority ladder.

"It took a number of meetings to put this point across. But the bosses listened which gave us our chance to prove to them that the company would benefit. As a result, all the five-year men are now getting their two weeks, and the four-year men are looking forward to next year."

It was in January, 1900, that W. C. Coleman, founder of the company and present president, hired his first man. They worked together at the same bench which made it easy for capital and labor to talk things over and exchange views. As the company grew to a dozen employees and then to 100, it was still easy for the president to know everyone by name and to meet with him on a personal footing.

Through those early years, Coleman and his employees formulated the policy which still rules:

1. Pay the best wages possible.
2. Manufacture goods that satisfy the customer.
3. Pay the wages of capital.

So simply are these obligations worded that the workers understood them then and understand them now. They realize that, unless capital gets

its wages, it will quit working; they realize that the customer must be satisfied or will quit buying—and that, in either event, the worker will lose out.

W. C. Coleman took the first step to reduce working hours at his plant in 1904. At that time the ten-hour day and the 60-hour week prevailed in most industries. Oil field workers, steel-mill operators and some other groups worked a 12-hour day and an 84-hour week. Coleman, talking with his men, suggested that a nine-hour day would be possible if certain economies could be effected. He pointed out that, without cooperation of the employees, however, he could not compete with other manufacturers in the same line who continued on a ten-hour day. The nine-hour day was not a thing the company could grant, it was something the employees could earn.

### Efficiency and shorter hours

THE men got to thinking. One suggested how they could make some changes in the shop to save steps. Another showed how they could cut out loafing. Other suggestions followed, with the result that when they tried going home at five o'clock instead of six, they found that production remained as high as before.

As years passed, more economies permitted the elimination of Saturday afternoon work. Next came the eight-hour day with a 44-hour week and finally the 40-hour week.

Nothing was done without talking

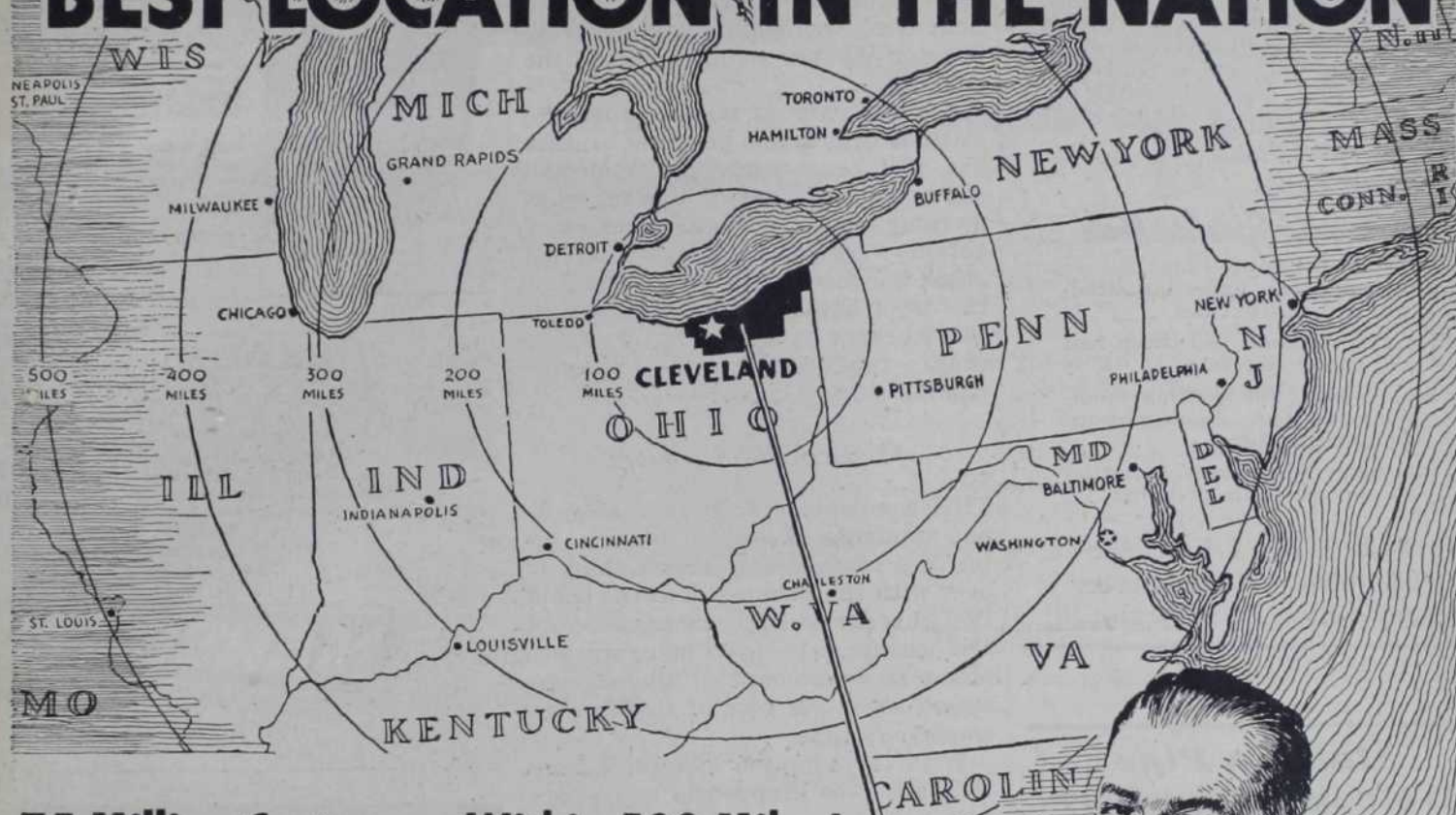


EDGAR W. SMITH

Labor representatives (left) and management in conference at the Coleman Company. "We gain more by sitting down and talking matters over," says the union head, "than we could by striking"



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it over and showing that the employee was earning the advantage he was gaining. Labor-saving machinery also had a part in reducing hours, but at no time did compulsion by government figure in the matter. The 40-hour week was adopted years before Senator Wagner wrote a bill on the subject.

The company at no time took the attitude that it was granting benefits out of a benevolent heart. Coleman shows, for instance, that when mid-morning and mid-afternoon rest periods were first instituted, a careful check was made and it was found that the brief relaxation—during which the workers visit, smoke or eat a snack—refreshed them so that production showed no decline.

### Medical service pays

THE company introduced a medical and nursing service more than a quarter of a century ago after talking it over with the workers. Records show that this medical service pays for itself because, prior to its inauguration, absences on account of illness consumed seven per cent of the average employee's time.

With the adoption of medical service, absences dropped to two and a half per cent.

In addition to medical service for employees, the company pays one-half the medical costs of illness in the employee's family. This relieves the worker from worry when there is sickness at home and helps keep production up. The company feels, therefore, that medical service to the family is earned and is not paternalism.

The Coleman Company buys group insurance amounting to \$1,200 for each worker, giving him the option of buying an additional \$1,200 if he desires. The plan was adopted 25 years ago.

Recently, at the request of the union, the company added group hospitalization, the cost being divided equally between the company and the insured employees.

The wage scale, worked out by negotiation between management and the union, provides a base pay, plus bonuses paid weekly depending on individual daily production. This plan enables those with greater skill, experience and industry to reap the reward of their efforts.

In good years the company pays year-end bonuses, the amounts of which are negotiated between the company and the union.

Employees refer to the president of the firm, not as Mr. Coleman, but as "W. C." When he drives to work, he

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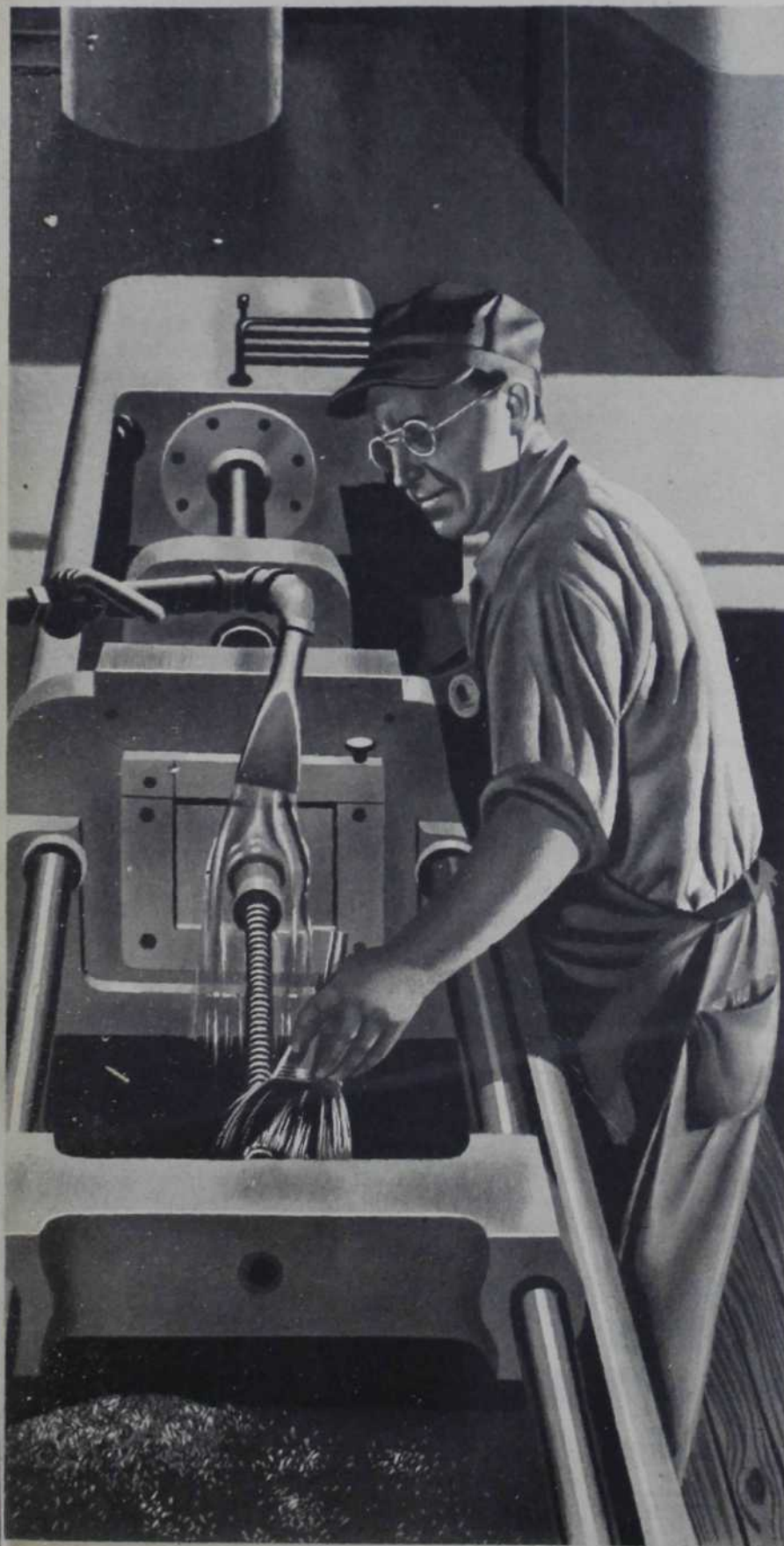
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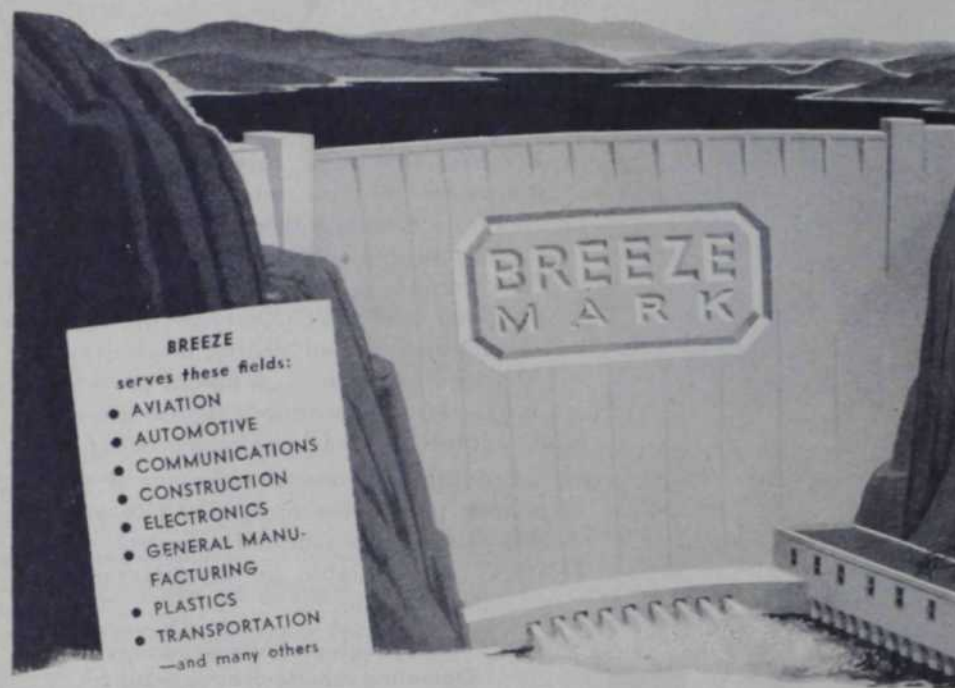
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# Reconversion Problems?

## BREEZE is a Reservoir of Manufacturing Skills and Facilities



**T**HROUGH diversified manufacturing operations covering a period of nearly two decades, Breeze has built up a vast reservoir of skills and facilities which now may be tapped by manufacturers faced with reconversion problems. Already Breeze has helped two producers of consumer goods to recapture pre-war markets . . . and turn a handsome profit while their competitors were still trying to figure out what to do about re-tooling for peacetime production. And in the same manner that it has helped others, Breeze may be able to help you.

Breeze has available, on a sub-contracting basis, resources of versatile equipment and "know-how" ranging from the planning, engineering and production of intricate electronic devices . . . to the manufacture of hardened steel parts.

During the war years these resources enabled Breeze . . .

*...To solve many complex problems for the Armed Forces with the ingenuity born of 19 years of experience in the design and manufacture of products developed to meet the exacting requirements of the aviation industry.*

*...To produce in vast quantities for war such precision items as Breeze*

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Today, properly applied, the Breeze processes, equipment and techniques which made so many important contributions to Victory may enable you to get goods back on the market months ahead of your competition. The wide variety of services Breeze offers are described graphically in "Planning for Reconversion". Send for your free copy of this interesting booklet today. It may suggest a direct adaptability of Breeze skills and facilities to your commercial production needs.

# BREEZE

*Corporations Inc.*

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parks his car on a spot assigned him by the Employees Recreation Association, for which he pays 50 cents a month rental, the same as is paid by the stamp-press operator and the assembly line worker who park on either side of him.

Coleman's eldest son, who is general manager, is "Sheldon" to the workers, and his brother, who is factory manager, is "Clarence." Both Sheldon and Clarence served apprenticeships in the plant where they learned what it takes to stand up all day to a machine.

Clarence gets away from his desk for an hour or so a day to go through the factory where the men feel free to tell him their grievances, if they have any, and where they visit with him, telling of the new house they have bought or of the baby's first tooth.

If they have trouble not related to the plant, they turn to Clarence for advice and help as quickly as they would to any close friend. He usually comes into the plant coatless, often tieless, shirt unbuttoned at the throat and sleeves rolled up.

### Small troubles are settled

IF anyone complains, Clarence listens, desiring to know of little troubles before they grow up. Foremen, supervisors and personnel workers are advised to hear all complaints fully and to give the complainant support if he is 50 per cent right.

"Management-employee relations are like marriage," Clarence contends. "If the little differences of opinion between a man and woman are not properly settled before they grow into bigger ones, that marriage may end in the divorce courts. Likewise, if the little differences between a worker and management are not settled, serious trouble is likely to develop. Because of that, attention is paid to all matters affecting management-employee relations—no matter how insignificant they may seem."

Clarence was asked how he would manage visits to the factory if he had 50,000 employees instead of 1,250.

"In that case we'd hire about 12 assistants to help do the job," he said. "We have several assistants now. We have A. A. Knapp, director of personnel policies and research, who spends all his time in the interest of good understanding. We have Floyd Quinlisk, personnel director, who spends three hours a day away from his desk visiting men and women where they are working. 'Quin,' as he is known by the workers, has assistants, one of them the recreational





## *What are worries made of?*

**M**OSTLY of little things; the eight-thirty train to the city; the broken shoestring; the bore who always sits beside you.

But there are some big worries; some big ones not all your own; yet important to you.

At the age when they are most valuable, men who work for you begin to take stock of the years—men of forty or forty-five who have learned to temper their enthusiasms with sound judgment. They say to themselves, "What about the future, the time when I begin to slow down? Exactly where will I stand?"

This worry is theirs, but to a considerable degree it's also yours. You can't escape it because when they worry, your business suffers.

This is one reason why pension plans are important. And why many are considering them in the face of reconversion and increased competition,

when it is so important to hold good men and to attract good men.

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they last longer . . . So when war restrictions go, preserve this wartime gain. Get the fact and feel of quality by insisting on cotton fiber papers. To get the finest in the cotton fiber field, specify PARSONS, which specializes in stationery and record-keeping papers for modern business.

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director, who is actually not a director, but who works with the Employees Recreation Association and meets hundreds of employees when they are off the job."

Quinlisk qualified for his post as personnel director in the school of salesmanship. He was a salesman for Coleman's and a department manager at the company's Chicago sales office, where he learned that, even if the customer is not always right, he should always be treated with courtesy.

At the personnel office Quin treats each employee as he used to treat customers.

Quinlisk's assistants have caught the same spirit. An employee coming into the office is greeted by a girl with a smile who is as attentive as a first-class department store sales clerk greeting the store's best customer.

Under the union's contract with the company, the right to strike is limited. The contract provides that, after officers of the company and of the union have discussed every phase of the matter in dispute, officers of the union may call an election to vote on striking. A majority vote rules. No such vote has been held, for, as Sam Keefer, the union's president, explains:

"We gain more by talking across the table."

## Fluorescent Christmas Lights

SOMETHING new will be available for America's first peacetime Christmas in five years—fluorescent lights which not only decorate and illuminate the Christmas tree—but also make it glow.

Displayed at the Sylvania Lighting Center in New York City, the lamps are made with the same type fluorescent powders that go into fluorescent tubes for regular use, but are small and round and need no auxiliary equipment in order to operate. They are available in four pastel shades—coral, blue, green and maize.

Eight to a string and with a screw-type base, each lamp is independently operated. A string of fluorescent lamps may be added to a string of incandescent Christmas tree bulbs by just plugging it into the socket.

Each lamp burns about five watts of current and has a life of up to 1,000 hours. Because they burn cool, they help retard drying up of the tree. They can be used either indoors or outdoors.



# Education is Good Business

(Continued from page 24)

est income group were college graduates, compared with 58 per cent in the \$5,000 and up category.

A check on this relationship between income and education was provided by a study of rents paid. As might have been expected, the statistics showed that men with more education have more expensive homes. A breakdown by cities showed the same correlation between education and retail sales, telephone installations and magazine subscriptions as did the state studies.

## Western income and education

IT IS worth noting that the old adage "Go west, young man!" is truer than ever today if we accept education as the touchstone of success. Washington, Oregon and Utah had the lowest illiteracy rejection rate in the country under Selective Service. California, Nevada and Utah ranked highest for the educational level reached by persons 20 and over. Average *per capita* income in these five states ranged from close to \$500 to more than \$800 a year. Low for the country as a whole was \$200, high about \$920.

"To him that hath, it shall be given" certainly applies to business communities today. Just as our greatest international trade is done with the richest parts of the world, so interstate trade is concentrated more among the wealthier states. Far from encroaching on this prosperous intercourse, the bettering of economic conditions in either poorer states or poorer countries serves to expand trade all around. Business leaders in low income-low education states owe it both to themselves and their country to appraise their local situation and take measures to improve it.

Regardless of natural resources there seems to be no country which has achieved a high living standard without a high general level of education. What it really boils down to is this. The intelligence, the educable capacity of a population, is the greatest resource of any nation. Unlike other resources, it increases with exploitation. And the extent to which it is developed is a rough measure of the prosperity that nation will have.

You might expect that a country with a good climate, rich land, extensive deposits of mineral and oil and some of the cheapest power in the

world would inevitably have a high living standard. Colombia has all this. Power there is so cheap that a dollar a month would cover the charges for a household equipped with every conceivable electric gadget. But these assets have been worth very little so far in the hands of a population which has neither the skill nor the incentive for exploiting them.

Russia, too, is a case in point. A country with fabulous natural resources, the living standards of its people a generation ago were 500 years behind the western world. Yet business men returning from economic missions there today report an amazing industrialization, technical development of its workers and, despite the war, a surprisingly adequate living standard. Undoubtedly the most important single factor in this modern miracle is the mass education program—both technical and cultural—which has been undertaken throughout the USSR.

The long-range nature of an investment in education makes it inevitable that living standards there will continue to rise.

## Swiss have a good asset

CONSIDER Switzerland. It has one of the world's highest living standards. Yet with poor soil, a severe climate, few minerals and a mountainous terrain, just about its only asset among its resources is the educable capacity of its people.

Just what is done about developing that resource in every American community today is more important right now than it ever has been in our history before. It is the resource that can make our reconversion successful and keep our unemployment figures down. It is the stuff of which inventions and new businesses are born.

The war took thousands of boys and girls out of the classrooms and put them in uniforms, in factories, behind counters. It gave them big pay checks—temporarily—pay checks that were justified in terms of the manpower shortage. But it mortgaged their futures and with them a margin of prosperity.

If these young people fail to finish their educations, not only do they set limits on their own earning power and on their spending power, but even on their desires and ambitions. It is up to each community to get the



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youngsters back in school and to fit the schools both to their more adult needs and to the roles which they will probably fill in their communities.

Figures released by the Veterans Administration last summer revealed that the group which most needs additional education is taking least advantage of educational advantages in the G.I. Bill of Rights. Although 60 per cent of the men in service were not high school graduates, only three per cent of those returning to school at government expense went back to high schools; more than 66 per cent of them enrolled in colleges or universities.

Deplorable though the situation is, it must be admitted that one important factor is that veterans simply don't fit in traditional high schools.

### Study while they work

PERHAPS one solution is the work-study program in which formal schooling is combined with on-the-job experience.

It's hardly a new idea. (One of the current comic strips shows the work-study program of a page boy in a feudal castle.) But it needs to be adapted to local needs.

Most Americans have happened into the jobs they fill with about as much judgment in the choice of a career as is exercised in the old jingle in which you count the buttons on your clothes to the accompaniment of "Rich man, poor man, beggar man, thief, doctor, lawyer, Indian chief," in order to learn what fate has in store for you.

Stop to think about it. How many men do you know who set their sights early enough in life to study for the careers they wanted? Of the college-trained women you know I'll bet more than half of those who went to work started out in secretarial or clerical jobs "because it often leads to something better." Would you have duplicated your formal training had you been able to foretell your future business? It's all very well to be a self-made man, but the right start is a head start.

Here's how a young Wave ensign interviewed just before her discharge put it. "Take my home town. The factory's the big thing in its life. Yet it's so apart. At the high school the kids study economics out of dry textbooks. Most of them will go to work in the factory. But they don't know a thing about it or how it's run until the day they start work.

"Now the factory has a big turnover among its new employees. Lots of kids get in the wrong jobs or don't

fit in at all. . . . Why couldn't the factory work with the high school to find future employees and help them plan their training ahead? Why couldn't it work with the community to give its workers a better home life?"

There are lots of one-industry towns, small towns which felt vocational guidance was an expensive frill, as out of keeping with their community as skirts on the lamb chops at the local lunchroom. If industry takes up the challenge and helps out on the technical side, it will get better adjusted workers. If it helps get the people a well rounded education, that industry and dozens of others will have more customers. Instead of merely upgrading workers on a job, they will be helping to upgrade the population.

Of the many arguments in favor of work experience at the high school level, so far as industrial jobs are concerned the learning of a specific task is of only minor importance. A CIO-sponsored survey a number of years back revealed that it took three out of four shop workers an average of only 3½ hours to master their work.

More important it allows children to complete their schooling even though family circumstances may force them to become wage earners. But there's even more to it than that.

### Better vocational guide

A PROPERLY balanced work-study program takes much of the guessing out of vocational guidance. Not only does it adjust the worker technically and emotionally to his job but, in providing the framework for a fuller life, it gives him the key to contentment. Parents no longer have to answer "Because it gives you mental exercise" to petulant queries of "But why do I have to study algebra?" or whatever the current bugaboo happens to be.

The direct connection between school courses and work experience which includes a pay check is enough incentive for study.

President of the American Vocational Association John A. McCarthy described one such experiment now going on at Rahway, N. J. There the young people work one week and have school the next.

"The youth on the job is a wage earner. He is an employee of the company, and so is eligible for the benefits and protection afforded under social legislation—protected by the Workmen's Compensation Act, social security regulations and child labor laws. As an employee of the organiza-



tion, he must conform to the rules and work schedule. . . . He begins to learn about his rights as an employee as well as his responsibilities in a producing organization."

Where appropriate "he studies mathematics, science, and drawing. . . . At the same time, his social studies include labor laws, industrial organization, industrial economics and industrial history."

Similar projects have been tried in other fields such as service or selling and agriculture.

Work-study programs at the college level—needed along with academic studies to develop well-balanced individuals—are practically non-existent.

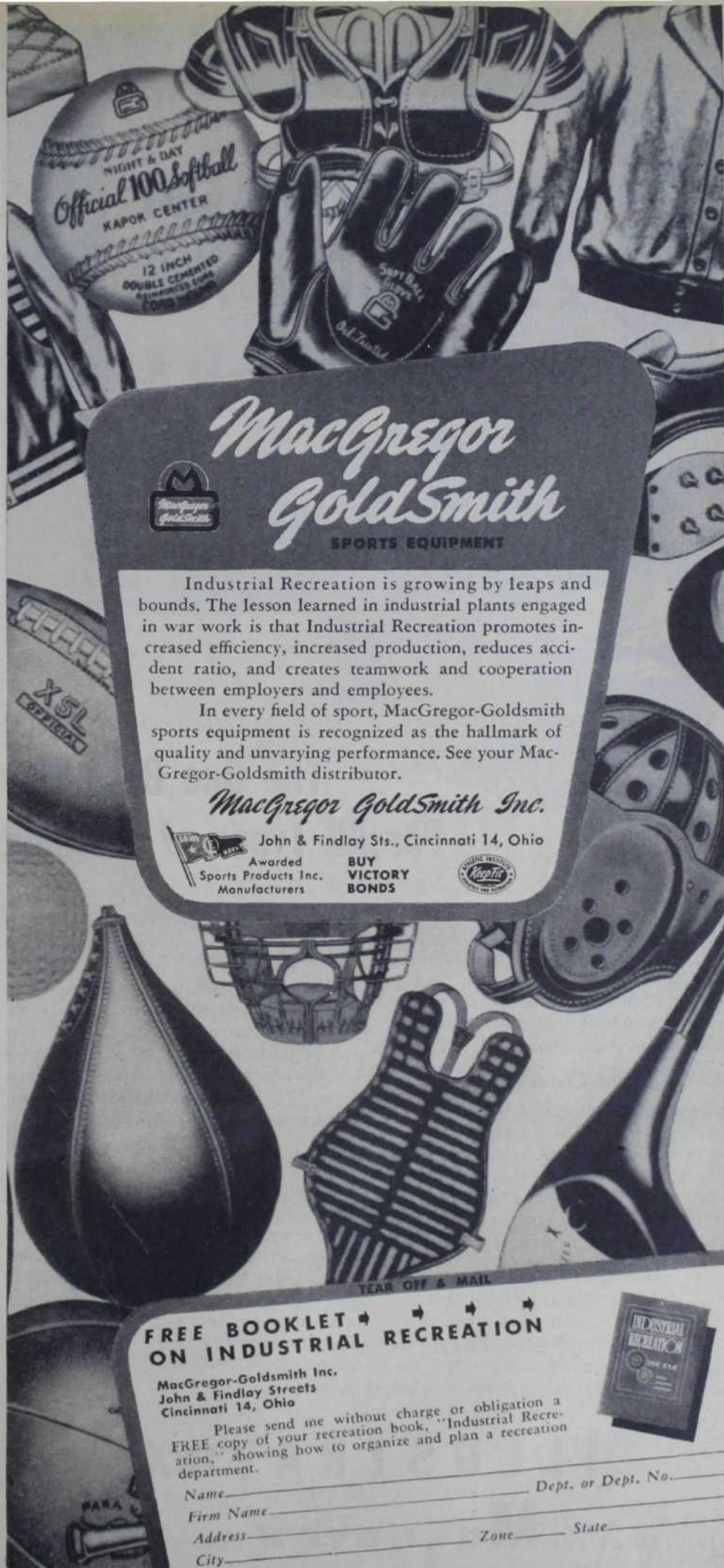
### Culture at work

THE theory is given a highly unorthodox twist at the Kentucky plant of H. Fred Willkie (brother of the late Wendell). Columnist Marquis Childs reports, "Willkie is for learning, for understanding and for the enrichment of daily life. The 5,000 employees in his plant get to take cultural courses—art, music, philosophy—with company help. Now he's working on a proposition for a 40-hour work week, with pay for a 46½-hour week for employees who take four hours of cultural courses and put in two hours of study."

Nor is it a problem which applies to business alone. The French Government has just set up a system which might be seriously considered over here. Future French officials will be trained at their new National School of Government Service. Present employees will be given in-service training courses.

Difficulties which brought about the plan sound familiar. An over-complex administrative machinery, old people with obsolete ideas, ambitious young people whose initiative is stifled, employees assigned to jobs below their ability.

In education, as in everything else, you get just what you pay for. And in this land of equal opportunity that ranges all the way from Mississippi's \$31 per pupil to New York's \$157. Teachers' salaries, lower among rural populations, vary from an annual average of \$559 in Mississippi to \$2,600 in New York, although Mississippi is spending a larger proportion of its total income on education than New York. Commenting on the current teacher shortage, *The New Yorker's* Howard Brubaker remarked "The many splendid openings in the field of education should be brought to the attention of all earnest young



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men and women with small appetites."

The problem of raising the educational level is especially difficult in rural areas. Some 25 per cent of U. S. schools are still in the one-room-schoolhouse era. Forty per cent of our high schools have a total enrollment of less than 100 pupils—an enrollment which would economically justify a maximum of only five teachers to supply the diversity of subjects which are considered an essential part of high school curricula.

The educational opportunities offered young Americans vary not only in quality but in quantity. Length of the school term was almost 20 per cent fewer days in Mississippi, for instance, than in New Jersey. Schooling in some states is compulsory only up to the age of 14; others carry it as high as 18. Enforcement varies greatly from state to state.

Nearly 3,000,000 children within the compulsory age limits are not attending school.

### Soldiers learn to read

ILLITERACY is not something that can be accepted as a mistake for which someone else is responsible. In a remarkable program the Army has proved that illiterates can be salvaged—and in an incredibly short time. Since June, 1943, the Army has not rejected any inductee solely on the basis of illiteracy. A number of Special Training Units were set up to handle the men, special courses were prepared and textbooks written. Traditional teaching methods were abandoned in favor of the "functional approach." Vocabulary, arithmetic, reading and writing were all in terms of the military experience the draftee was undergoing. Film strips were liberally used. Classroom instruction took only three hours a day—the rest of the time went into regular basic training.

The Army found that in nine out of ten cases it took these men only eight weeks to complete the equivalent of four grades of school! With that minimum they were perfectly able to read orders and bulletins and, if necessary, pass the information on to others.

Many of the men became non-coms and a few even became commissioned officers. Literacy opened up a new world to these men, a world in which they could read street signs, time-tables, theater marquees and newspapers, in which they could move independently.

"When I get my discharge," one of them declared, "they can take away



my uniform, but reading and writing are mine for keeps!"

This brings up the question of federal aid. The fund-matching federal aid to states for vocational education which has been in effect since 1918 amounts to an average of 1.8 per cent of state education budgets. Just as it was after the last war, the issue of more federal support for education has been raised.

Unlike last time, it appears that, if forthcoming, the new funds will have strings attached. This has hoisted it to the level of a major controversy.

Arguments can be made on both sides. The hand that holds the purse strings usually exerts the pressure. But those states which believe complete freedom in educational policies is their inherent right must accept with that freedom the responsibility of giving their American citizens a start equal to the best that America has to offer.

It can be done, but to do it business and education must work together. Maybe local finance committees will say it isn't possible, but business will find an extra levy for this purpose is money well spent. It certainly won't reach the extreme of "Boys and Girls, History B comes to you through the courtesy of the Zilch Plumbing Company," but it will pay off. The dividends are more purchasers of radios, cameras, books, rugs, washing machines and all the other luxuries that young America regards as its heritage. It pays off in all the things that go to make a better life—yes, even bathtubs.

## More Jobs in Oil

THE petroleum industry in America will employ more people than it did before the war. Greatest increases in employment will come in the fields of distribution, both of present products and new ones, and in the great backlog of construction and equipment manufacture halted by war-time shortages.

Before the war, the industry directly employed about 1,200,000, with something like 750,000 in distribution—wholesale and retail marketing and in allied pursuits. Drilling and production employed some 160,000.

The oil companies expect to retain all present jobs, rehire most of their employees who have been in military service, and provide almost 250,000 new jobs for veterans who will be newcomers to the petroleum industry.

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# How to Break into Jail

(Continued from page 33)

000 apiece for himself and company rounded out the sentence.

Using critical materials (obtained by finagling high priorities from the War Production Board) for the manufacture of non-essential articles seemed like a good stratagem to the president and the secretary-treasurer of a New Jersey cloth-processing firm.

Posing as war contractors engaged in coating cloth to be used in the manufacture of hospital sheeting, aircraft fabric and similar items for the Army, Navy and Lend-Lease, they were able to get hold of high-preference ratings and, subsequently, some scarce chemicals, machinery and rayon which they diverted from war use to the making of coated fabrics for rain capes, crib sheeting, baby pants, shower caps and other purposes. Their fines amounted to \$5,000 each, not to mention additional payments to the Collector of Internal Revenue. Both are in prison for a year.

Submitting false consolidated balance sheets and profit and loss statements, charging off excessive and improper depreciation, setting up of fictitious liabilities, and the withholding of receipts for the sale of machinery and scrap materials seemed like a good idea to eight officers, employees and associates of two New York City corporations, manufacturing hoods and overcoats for the Army. Most of the individuals concerned also maneuvered themselves into a fine of \$5,000 each and a bunk in the federal penitentiary. The corporations were fined \$20,000.

## Defective goods

A SURE-FIRE procedure which generally resulted in the loss of neighborhood respect and freedom of movement, was to employ schemes and devices to avoid meeting and complying with the specifications and drawings for the manufacture of munitions for the armed forces, and willfully to make defective products. The management of a New York fireworks company producing incendiary bombs and hand grenades for the Army tried that one. The president received a \$5,000 fine and a two-year prison term; two superintendents were given two-year sentences; a foreman, 18 months; and the company fined \$10,000.

In addition, Uncle Sam took over practically all the company's assets, including more than \$200,000 in cash, and also took title to all machinery, jigs, tools and fixtures used in munitions production. Furthermore, the Treasury put in claims for more than \$120,000 in unpaid taxes, for about \$275,000 for excess costs incurred in completing the contracts after default, and for \$160,000 in renegotiated excess profits.

A much more intricate course of action involved getting a responsible position with a large company holding a prime contract to produce war goods, then subletting numerous "design and build" cost-plus-fixed-fee contracts to a newly organized company controlled by a brother, sister or co-worker and self; and, by virtue of position and influence, "secretly, willfully and feloniously" using such subcontracts for self-advantage.

Four men, two of them brothers, and all employed in the mechanical design and purchasing departments of a large Detroit plant, performed this feat. Each was awarded a two-



"They can't do this. I'll take it to the Supreme Court." He pleaded guilty

year prison term—and fined \$10,000.

All the get-rich-quick plans were not conceived by small business men or manufacturing employer groups. Skilled and unskilled wage workers and clerical employees thought up some of them.

In fact, one of the largest war fraud cases, from the standpoint of individuals involved and total size of the operation, brought indictment of some 135 employees of a large eastern manufacturer. Here the Govern-

ment charges that shipyard welders, paid on a piece-time basis with special bonuses for completion of more than a specified amount of work each day, tricked the company into paying them for more welding than they performed.

Working in cooperation with counters who were employed on a straight salary basis and were responsible for measuring and reporting the amount of welding done each day by each welder, this group is alleged to have cheated their employer and the Navy out of more than \$500,000; the welders thus profiting from the inflated report split a portion of the "take" with the counters. This case is still pending.

## Many informers for FBI

THE Department of Justice has countless ways to bring war frauds out into the light. Moreover, it has help from many sources.

Sometimes it is an employee who refuses to stand by and see the Government cheated, and so informs the nearest FBI office. Then again, it may be a tip from a revengeful conspirator who has been finessed out of his split. Or a man's conscience may bother him and crave clearance.

In any event, the men at the Justice Department know that, regardless of who or what the mother of fraud may be, the want of sense is always its father. And they operate on that basis. This must be an effective procedure because of all the culprits brought to trial, more than 90 per cent are found guilty.

Most of the defrauders never go to court. They weaken when confronted with the evidence—and attempt to make amends. Bending an ear to their cries of ignorance and pleas for mercy, Uncle Sam is usually willing to settle out of court for hard cash equal to the amount of the fraud providing the culprit does not really belong in the pen.

When seeming evidence of fraud turns out to be only an honest mistake or above-board carelessness, no agency of the Government has any desire to indict or prosecute.

"Take the case of one manufacturer who was making gun parts but not following Army specifications," says a Department of Justice official. "The Army objected. The manufacturer was tough.

"We were called in to investigate. We asked the plant manager:



"How come?"

"You want guns, don't you?" he replied.

"Yes," said the Army officer who was with us, "but you should make the parts according to the blueprints."

"The plant manager looked at us and said, 'They work, don't they? They're standing up, aren't they? In making them our way, we turn 'em out twice as fast—and the Government saves money.'"

"In this particular case the Army saw the point and was willing to change its specifications to conform to the manufacturer's improved design.

"Usually it didn't work out that easy, though.

"In most cases, we had to show the manufacturer of some item that there was good reason why the Army and Navy wanted it made a certain way, even though it cost more and took more time."

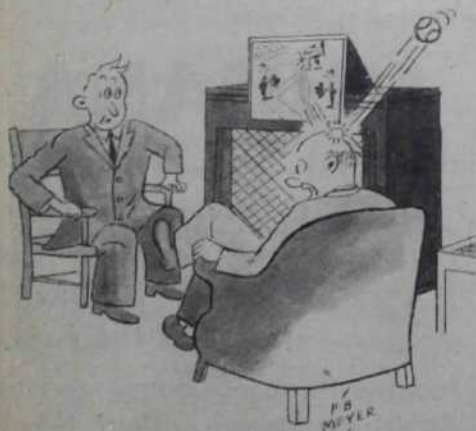
Fortunately for America, those who tried to take advantage of the war emergency to put something over on the Government, the American people and our fighting men, were well in the minority.

So far, less than 1,300 individuals from among the millions of war workers and company officials, and less than 100 corporations from the thousands handling war contracts have been accused of fraud.

Further, it has been estimated that the total amount of money involved in all war frauds will not come to one-twelfth of one per cent of the approximately \$150,000,000,000 worth of industrial contracts. Even so, \$125,000,000 isn't hay.

"On the other hand," as one Department of Justice spokesman put it, "we all know what a swell job industry as a whole did in producing for war.

"Without the business man's vision and skill—and his to-hell-with-the-red-tape spirit—the war might still be going on."



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## How Rich Are the Unions?

(Continued from page 26)

minor assessments at hand. In other words, a chest of \$175,200,000 a year—if necessary.

As one old-time labor leader points out, "That ain't saw-dust!"

Nor is it even an indication of the riches behind organized labor.

The bulk of those riches is hidden.

### Annual reports are now made

THE United States Revenue Act of 1943 requires labor unions to file annual reports showing gross income, receipts and disbursements, with the Commissioner of Internal Revenue—even though these organizations, being non-profit, are exempt from income tax. Some of the states have also enacted similar laws.

Naturally, no one outside of the government agency concerned, except in rare instances, has access to the Internal Revenue reports of the various unions. Even so, the reports would not tell the whole story; because they are on a year-by-year basis—and the financial strength of the unions goes back to the days of the Gay Nineties and the Full Dinner Pail.

Unearned increment alone on some of the property owned put the unions in the seats of the mighty. Nine billion dollars was as near as anyone ever came to making an over-all estimate of the total wealth of organized labor—and this was done with tongue-in-cheek.

Labor leaders are also proud of what they have done, looking back over the long road; but they have their fingers crossed. They are well aware of what happened after the last war.

Within six months after the Armistice was signed, 4,000,000 workers in this country were involved in strikes, the greatest number in any recorded year in United States history. Industrial unrest was at its height. Out of this came the Open Shop Movement. Even the farmers, united in a program called "The American Plan," went out against organized labor.

Those days are well remembered now—and no one knows what will be the attitude of the 10,000,000 members of the armed forces returning to civilian life.

Take the situation that faces the United Mine Workers: The miners who served in the Army, even though

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they are released to go back to the mine—to keep Europe from freezing—are not always so eager to pitch in and dig coal.

So, at present, though the Mine Workers have a membership of 600,000—with dues from each man of \$1.50 a month, a total annual income of \$18,800,000—that might not be the case always.

### Unions on left and right

THE Mine Workers and the Automobile Workers are cited as two of the outstanding industrial unions in America.

The latter, some time ago, was figured as a little left of center. Two factors of the Communist Party were then fighting for control—the Stalinists and the Trotskyites. Youthful, full of dash and energy, this union was likely to take the bit in its teeth at any time, its leaders ready to dash out into Cadillac Park in Detroit for an old-fashioned war dance.

On the other side, the Brotherhoods and the AFL are rated conservative—maybe because they are so rich.

While the Brotherhoods seem to have the most substantial bank accounts, AFL can point with pride too. David Dubinsky's International Ladies' Garment Workers Union has assets of \$8,000,000. The membership is 300,500—and they have everything the human heart can desire, including a model recreation center.

An AFL man put it this way: "Boy, we're in the money"—and cited these figures; all from annual reports:

The Teamsters, \$16,508,921.35.

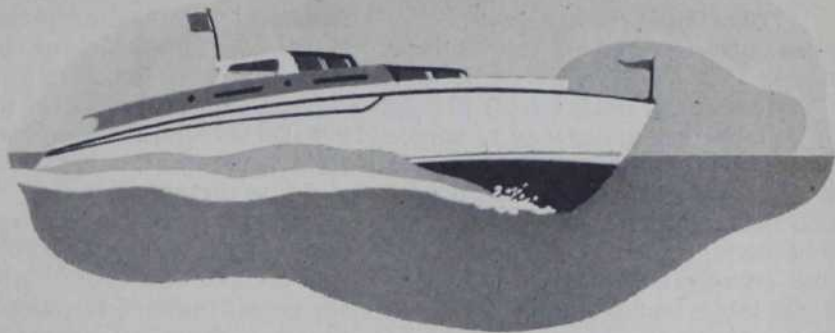
Hotel and Restaurant Employees, \$17,453,387.28.

Bricklayers, Masons and Plasterers, \$8,239,821.00.

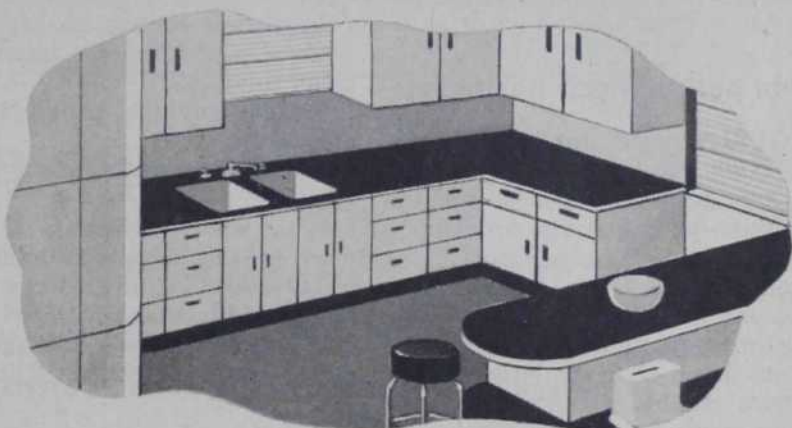
In any discussion of the unions' future, old-timers like to give as an example what has been done by the Locomotive Firemen. After groping its way, this union came up with \$33,500,000. In the early days, a grand leader—the late W. S. Carter—pulled it through. No life insurance company would insure a locomotive fireman or engineman. Carter formed an insurance company. It lined up with any of the old-line companies. To do this the Firemen had to hire insurance men.

The unions hire talent in all fields, including the law and economics. They pay good money, too; sometimes better than the big corporations.

Of a certainty, American labor unions are rich—the richest working men in all the world.



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# Your Share of the "National Blessing"

(Continued from page 27)

collapse at the end of the expected boom.

Various steps designed to prevent the collapse are under way to supplement some of the creations of the '30's, among which were bank deposit insurance, security safeguards and home owning protection. One of the most significant moves is the effort to get labor and management working together amicably so that the advantages of technical progress can be turned to the fullest peacetime account as they were translated into the most terrific munitions punch the world has ever seen.

## Debt policy affects business

OBVIOUSLY successful handling of a \$275,000,000,000 debt depends entirely on how postwar business volume makes out—with just one proviso:

That condition is the obvious one of government policy.

Business could achieve its 50 per cent gain, only to have government spend so much that the citizen's tax payments would get him no place in cutting down on the \$1,900 he owes. Government could keep too many on its pay rolls, could try schemes which would not work out, and fail to offer incentives to business which might mean more than the 50 per cent increase.

By the same token, in passing, let's ask, should government stand aside and let business strictly alone to fight out a dog-eat-dog battle—and to heck with all rules? Few business folk would want anything like that any more than they would like to find themselves on a Sunday afternoon trying to drive on the parkway with all traffic regulations suspended.

However, government policy is not the simple goblin it was in years gone by. The goblin has grown up now and can swing a good bit of weight if it chooses.

The secret of its new power lies in the size of the national debt. Schacht, the Nazi financial genius, discovered a principle to guide Germany's monetary affairs and to provide the means for arming her against the world. This principle was known but not so fully understood in international finance.

"It is the debtor," contended Dr.

Schacht, "who dictates the terms."

You owe \$1,900 as your share of the national debt, but it is the federal Government that owes the total \$275,000,000,000 and is therefore in a position, according to the Schacht formula, to dictate terms.

Ownership of the debt on Dec. 30, 1944 (when it was \$230,400,000,000) was divided this way in billions with the percentages of the total in parentheses:

Banking system \$96.6 (42);  
Individuals \$52.2 (23);  
Corporations and associations \$27.6 (12);  
Insurance companies \$19.6 (8);  
U. S. government agencies and trust funds \$21.7 (9);  
Mutual savings banks \$8.3 (4);  
and  
State and local governments \$4.2 (2).

What worries students of these figures is the bank accumulation of \$96,600,000,000. In 1914 commercial banks had business loans of \$13,100,000,000 and some \$800,000,000 in government obligations. Thirty years



If Government spends too lavishly, the taxpayer will find it hard to retire the debt

later they had business loans of \$21,600,000,000 and owned \$77,800,000,000 in governments.

The top on loans was \$35,700,000,000 in '29 when only \$4,900,000,000 in government securities were held. The '44 ratio of 3½ to one in favor of government securities measures the influence which government fiscal policies can exert on the banking system.

Business 30 years ago could count

upon a ratio of 16 to one against government influence. Now the tables are turned.

Despite their stake in the government debt, the bankers are not likely to O.K. what government proposes, if they feel that the proposals are detrimental to business. Business will remain their first consideration just as it is likely to be the first consideration of government.

On the other hand, there is some fear that federal policies which would have been roundly condemned when the bankers had less direct stake in government credit might now be received too politely.

## Fiscal policy based on debt

IN short, fiscal policies involving debt management are likely to supplant the monetary controls once used to guide business activity. These monetary controls included expansion or contraction of the credit supply through changes in the rediscount rate, open market operations of the Federal Reserve aimed at the same objectives, and the changing of reserve requirements.

Excess reserves of the Federal Reserve system formerly were the gauge marks of the credit supply.

Now short-term government securities are so liquid that the gauge marks have only nominal significance.

The Federal Reserve system itself is trying to create a stable market for government securities rather than to maintain the volume of credit and currency at the levels needed by business.

## Money too easy?

INSISTENCE on a low interest program (so that the cost of carrying the debt is held to the most economical level) is a policy which some authorities maintain is having its effect on investment in private industry due to the small return on risk capital. Easy money, of course, has been regarded as a means of business stimulation but the question raised here is: When does it become so easy that it cannot be borrowed?

Should the Treasury Department decide to shift the composition of the debt, its decisions might have profound economic effects.

A large volume of short-term securities sold to the banks would increase the money supply and encourage inflation. Expansion of the sup-



ply of long-term securities would contract the money supply and prove deflationary.

The average citizen would have little or no inkling of what gave in this fiscal stratosphere—any more than he knew why Federal Reserve handling of rediscounts in the '20's to help England pulled more bootblacks into the stock market to swell the mortality list in 1929. What he ought to know as he strives manfully to meet his obligations as a citizen is that there are three schools of thought about postwar fiscal policy. They contend:

1. Damn the debt, and have the Government provide full employment regardless.
2. Balance the budget and retire the debt but don't say by how much.
3. Balance the budget and put yourself down for paying up so much in so much time.

No. 1 resembles closely the \$30,000,000,000 experiment of the '30's.

### They learned to spend

"LET us work it bigger and better next time," the planners say, "and it will work. We learned how."

No. 2 actually represents No. 3 with the important exception that, unless a debtor sets himself a goal, he is more than likely not to accomplish anything. He lacks determination and the will to succeed.

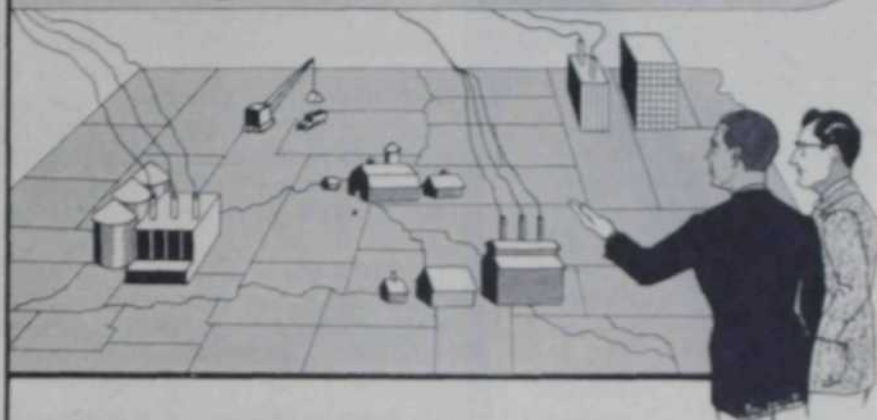
No. 3 fills in the determination even though its advocates realize along with most people that crises may arise when budget balance and debt retirement must go out the window in favor of emergency measures.

There's a whole lot more to the debt question involving the composition of the debt and how it might be rearranged. Better than half of the securities mature or are subject to redemption within less than five years.

There is discussion about introducing securities of indefinite maturity on the order of British consols and French rentes. There is talk, too, of a double budget—one for ordinary Government operations and the other to take care of the debt and emergency spending.

Though seemingly far removed, all these matters affect the interests of the average citizen who (1) owns a war bond and wants to be sure it will be paid off in full, (2) is ready to pay taxes to see that it is paid off, and (3) wants his government to give business the breaks necessary to keep his job going so he can do the cashing in and the paying.

# Going to Decentralize?



## There's Opportunity in South Dakota

We Invite Your Attention to These South Dakota  
Features Favorable to Industry and Jobs!

### Taxation . . .

South Dakota has no state property tax; no income tax. Local units of government co-operate with industry in promotion of labor opportunities. Economical state and local governments.

### Labor . . .

Intelligent, mostly native-born, skilled and semi-skilled workers cooperate with management for efficient production. Well-managed state unemployment compensation law provides experience rating for stabilizing employment. UC fund in sound condition.

### Power . . .

Adequate power available at reasonable rates—besides power for farm lines. Ample natural gas in two industrial areas. Oil pipe lines to one area. A billion tons of brown and black lignite coal.

### Living . . .

Living conditions excellent. Agreeable, temperate climate. Recreation facilities abound—upland game and water fowl all parts of state; good fishing; recreation in Black Hills, Big Bad

Lands, on rivers and lakes, and usual sports in local parks. Health conditions excellent. Good hospitals. Education system up to standard.

### Manufacturing . . .

More than \$150,000,000 in live-stock products processed annually. Extensive mining, including nation's largest gold mine. Among native materials available to industry are bentonite, chalk rock and clays, gem stones, cement, feldspar, granite, mica, manganese, etc.

### Transportation . . .

State is well served by several main railroad lines, air lines and highway transportation—with future improvements in sight in all three.

### Agriculture . . .

Intelligent farming has raised average cash income to about \$5,000 per farm for State as compared with about \$3,300 per farm for Nation. 72% of income from livestock. Ranks first in production of rye and wild hay; 3rd in barley and flax; 5th in oats and sorghum, and 8th in corn and wheat.

Your inquiries cordially invited. Address:

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HURON, SOUTH DAKOTA



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## THIS Dustless BRUSH REDUCES GERM LADEN DUST



*Eliminates  
Sweeping Compound*

The "Dustless" brush has a reservoir in its back which holds Arbitrin, a scientifically compounded sweeping fluid. The center row of tufts is connected to the reservoir. During the process of sweeping the Arbitrin feeds through these tufts and moistens every particle of dust it contacts. Instead of floating through the air, the dust is converted into the most efficient sweeping compound.

Tests have proved that "Dustless" sweeping reduces the number of bacteria, normally in the air between sweepings, as much as 97 per cent. The "Dustless" brush also cuts labor and material costs in half.

### GUARANTEED

Dustless brushes are used in hundreds of offices, factories, schools, institutions and stores. They are unconditionally guaranteed to meet your requirements.

Write for styles, sizes and prices today.

**M Milwaukee Dustless**  
BRUSH COMPANY  
528 N. 22nd St., Milwaukee 3, Wis.

## Workers Want More Than Money

(Continued from page 36)

is "lousy," but never to use this dynamite at all—that's a crime, a crime against human nature! (The plant paper provides a handy means for handing out, along with much explanation, the deserved bouquets. But few plant-paper editors seem to realize that their readers set much less store on recognition of their exploits as fishermen, hunters or amateur actors than as experts on their daily job.)

"Trust him little," so an observant philosopher has summed it up, "who praises all; him less who censures all; him least who is indifferent to all."

### People like good treatment

3. CONTACT. As long as none of us can think well of himself unless he is somewhat "different"—but not too different—from others, we will all react differently both to explanation and to compliment and criticism.

Furthermore, all of us differ from day to day even from ourselves! Wear us down by weeks or months of overtime and we become less sure of ourselves, hence abnormally "touchy"—quick to pick flaws in anything and anybody. So for proper results, both explanation and appreciation have to be guided by close, understanding, contact with us.

Lately in Mexico, I asked several big employers how they managed to avoid that country's swarm of labor troubles.

"We have obeyed the laws," so ran their answers, "which make labor unions universal. But, in addition, we have kept personally in close touch with our rank-and-file workers and have also trained our foremen, plant guards, paymaster and other company representatives to do the same. So when we all take pains to accept invitations to their weddings, funerals, birthdays or fiestas and also stand ready to make a small loan or help out in some personal emergency—well, under those circumstances, the plant committee just doesn't seem to want to get rough with us!"

Here at home in a certain 10,000-man steel-plant, I have asked many workers why they have had no strike in years. The answer was always:

"Well, for one thing, this outfit always manages to provide a steady job. Then, too, if a guy gets no good answer from his foreman, he can always get a hearing—and a welcome

—from the president. Most of us were kids along with him here in the town."

In another large establishment equally noted for its good labor relations, the answer is much the same: The president makes it his business to sit down occasionally with an employee, in the cafeteria, introduce himself and get the man's feelings about his job. Also in another, where huge wartime growth has not kept "the old man" from keeping in personal touch with "the gang that's been with me from the start."

Too many big shots now-a-days believe that, if they spend hours with the plant committee, that's all the contact they need bother about. Their mistake is that they attribute more power to the leaders than they possess. What every labor leader knows is that, when he ceases to represent to management the specific pressures put upon him by his rank-and-file members, he soon ceases to be a leader.

### Catch the small troubles

MANAGEMENT, accordingly, can hope to lessen that leader's pressures upon it only insofar as it discovers the little, pin-prick annoyances and frustrations which hurt the feelings of its individual workers—and then takes care of them before they get big enough to require elaborate and generally unfriendly procedures.

Years ago in England, I spent whole days inside the plants talking with the workers. When I asked why some boss didn't quite properly throw me out, I was assured that, "Ah, but they think mebbe you're a union agent—and if they did, you'd tell us all to down our tools!"

Plainly enough, the managers had lost all contact with their men—with serious results upon Britain's ability to compete in world markets!

The same will happen here if American industry remains as much convinced as it now appears to be that it can rely solely and completely upon wholesale "hoss-trading." That may be good for handling a lot of big measurables. But it will never fully satisfy us—never properly allay our fears, justify our hopes and build our pride—so long as we all continue to seek in our daily tasks, besides the needed money, the equally indispensable assurance of our daily right to consider ourselves useful, and hence worthy, individuals.



*The Grand Old Drink of the South*



*A Home on the Mississippi*

From a Lith. by CURRIER & IVES

# *An Old Favorite Offers Exciting Adventures in Drink Mixing*

It isn't surprising that so many delightful ways to serve Southern Comfort are found, for it's America's Most Versatile Drink. Manhattan . . . Highball . . . Old Fashioned . . . or Champagne Cocktail—you'll acclaim them all and soon make exciting recipe discoveries of your own. No sugar is needed. May we send recipes?

100 Proof  
LIQUEUR



*There's Only One*  
**SOUTHERN COMFORT**  
*America's Most Versatile Drink*

SOUTHERN COMFORT  
*Manhattan*

$\frac{3}{4}$  Southern Comfort.  $\frac{1}{4}$  Dry Vermouth. Add ice—stir and strain into cocktail glass. Garnish with a red cherry.

SOUTHERN COMFORT  
*Old Fashioned*

Jigger Southern Comfort. Dash bitters. 2 cubes ice. Dash siphon. Garnish with cherry, twist of lemon peel, slice of orange. No sugar.

SOUTHERN COMFORT CORPORATION, SAINT LOUIS 3, MO.



# Two Ways to Solve Your New Tag or Label Problem



**N**OW is no time to lose time, or risk mistakes, in creating new tags or labels. You'll get the right answer to your problem *faster* by consulting Dennison first.

Dennison know-how is founded on over 100 years' experience in originating and manufacturing paper specialties. And in producing tags and labels by the millions, we have done the impossible time and again.

If your problem is mainly one of design, Dennison recommendations for art, color scheme and lettering are based on scientific research and an intimate knowledge of selling conditions in every business.

Perhaps you face a difficult technical problem. How best to fasten your tag to your product, for instance. Or if you're thinking about labels, how to get one to stick to an unusual surface and to stay stuck or peel off as you require. Dennison has those answers, as well.

Remember, too, that you don't have to pay a premium price for expert knowledge when you put your problem up to

## Dennison

HEADQUARTERS FOR PAPER SPECIALTIES



**FREE — ILLUSTRATED BOOKLET** — Our booklet "If You Could Only Be At Every Point Of Sale" is full of practical information on how to make your product more salable through correctly designed tags and labels. Just fill in and mail coupon and we shall be glad to rush a copy to you.

TAGS • LABELS • SEALS • SET-UP BOXES • MARKING SYSTEMS • PAPER SPECIALTIES

Dennison Manufacturing Company	Name.....
74 Ford Ave., Framingham, Mass.	Firm.....
Please send me without obligation, booklet "If You Could Only Be at Every Point of Sale."	St. & No.....
	City..... Zone..... State.....

## About Our Authors

**Geoffrey Crowther:** Has been editor of the influential London *Economist* since 1938. He joined the staff in 1932 when he was 25 years old. His preparation for the job included education at many schools including Yale and Columbia, investment banking work in New York and London and writing for various newspapers.

**John Jay Daly:** Has been a reporter for newspapers and magazines for years. Except for a short tour of duty in Europe, most of his time has been spent viewing and writing about the Washington scene.

**C. F. Hughes:** Is one of the few native New Yorkers engaged in newspaper work in New York. Starting as editor of his college paper, he soon switched to writing business news for various papers including the *Sun* and the *New York World*, where he was business editor until 1927. Since then he has been business editor of the *New York Times*. One of his writing stints is "The Merchant's Point of View," a popular Sunday *Times* business feature.

**Walter Trohan:** Educated in the Middle West, has written newspaper stories from eight national capitals as well as most American cities. For 11 years he has been a Washington correspondent, from 1934 to 1941 on the White House beat. In those years he covered an amazing number of miles traveling with President Roosevelt.

**Lt. Lawrence Galton:** Wrote magazine articles and advertising copy before Pearl Harbor. Shortly after that he was a private in the Signal Corps.

**John E. Hogg:** Has been a foreign correspondent, a newspaper man, and a free lance writer, among other things. Some years ago we published a story by him about operating a frog farm. It was his frog farm.

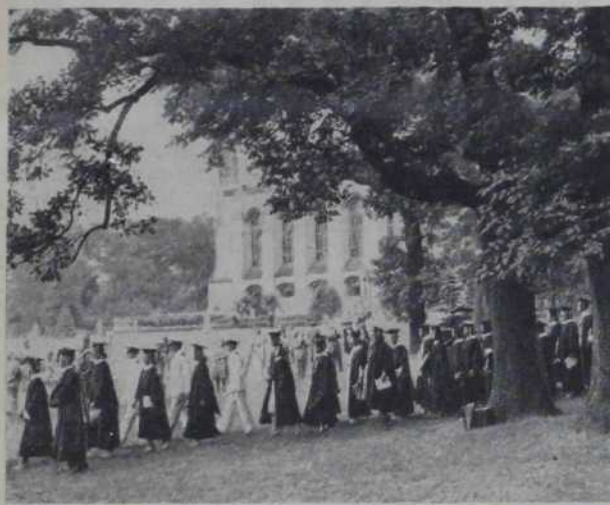
**Joan David, and Edwin Ware Hullinger** you know.

**Whiting Williams:** Has been searching for clues to better labor relations for 25 years. The three words he gives in this article sum up the results of that search.

**Bliss Isely:** Is a free-lance writer whose work appears in many of the national magazines.



# Why people enjoy living in Chicago and Northern Illinois



Whether you live in a city apartment easily accessible to your business . . . a home with a yard for the children in any of the attractive suburban communities . . . a country place . . . or a home in one of Northern Illinois' progressive smaller cities or towns, the finest recreational and cultural advantages in the nation are available to you.

For Chicago and Northern Illinois is truly a leading educational center of the world. Northwestern University, the University of Chicago — these are only the two largest of scores of outstanding institutions providing almost unlimited facilities for learning. Open to everyone are the thousands of fine churches, great libraries, the Chicago Art Institute, the Museum of Natural History, and the Museum of Science and Industry. The Shedd Aquarium, Adler Planetarium and Brookfield Zoological Park . . . the opera, the theatre, symphony music are here for your enjoyment.

And stretching westward from the Lake Michigan shore with its sandy beaches and excellent yacht harbors, 41,000 acres of parks and forest preserves await your holiday with horseback riding, picnicking, fishing, swimming, sailing and golf—more than 200 courses within 40 miles of the city. The beautiful valleys of the Fox and Rock Rivers, the inviting waters of numerous inland lakes—all are within easy reach by fine auto highways.

Two major league baseball clubs, college and professional football, the colorful Golden Gloves boxing tournament, the famous Mackinac Yacht races, the International Livestock Show — these are some of the many important competitions centering here. There are winter sports — skating, skiing, tobogganing, hockey, ice boating, duck shooting. Then, too, this area is within a day's drive or a few hours by plane of the Wisconsin, Michigan and Canadian fishing and resort country.

The great diversification of opportunity in Chicago and Northern Illinois allows people to follow the kind of work they like . . . to live where and as they like . . . to play and relax as they like. This is why people enjoy living in Chicago and Northern Illinois.

## Industries locating in this area have these outstanding advantages

Railroad Center of the United States	•	World Airport	•	Inland Waterways
Geographical Center of U. S. Population	•	Great Financial Center	•	The "Great Central Market"
Food Producing and Processing Center	•	Leader in Iron and Steel Manufacturing	•	Good Labor Relations Record
2,500,000 Kilowatts of Power	•	Tremendous Coal Reserves	•	Abundant Gas and Oil
Good Government	•	Good Living		

This is the third of a series of advertisements on the industrial, agricultural and residential advantages of Chicago and Northern Illinois. For more information, communicate with the

## TERRITORIAL INFORMATION DEPARTMENT

Marquette Building—140 South Dearborn Street, Chicago 3, Illinois—Phone RANdolph 1617

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WESTERN UNITED GAS AND ELECTRIC COMPANY • ILLINOIS NORTHERN UTILITIES COMPANY



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## Ask for a Demonstration!

*Telephone our local office. Sales Agencies with service and supply departments in principal cities of the world.*

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**SIMPLIFIED BUSINESS METHODS**

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ADDRESSOGRAPH - MULTIGRAPH CORPORATION • CLEVELAND 17, OHIO



# Capital Scenes... and What's Behind Them



## Reversal in mid-air

SONJA HENIE probably has a name for it. She can be skating like a bat out of the Aleutian Islands in one direction. Without any indication of intent—still wearing that professional smile—she reverses herself in air and is discovered skating at the same speed in precisely the opposite direction.

If some of the onlookers see what they think they see, Congress is about ready to do the same thing.

Before the end of the present session these onlookers think Congress will stop looking with approbation on our present program to teach the little Japanese lessons from the little red schoolhouse. They think that Congress is inching toward the conclusion that the original American theory of freedom bars interference with any other country's religion, school system, or internal politics. Congress is likely to swing back to a plan of hard-handed peace with the Japanese plus some mutual business dealings. One of these days we may be needing some trade in Japan.

## Baruch is practical

THESE same operators say that Bernard Baruch is by no means pleased with our position in Germany. He would not abate by the thickness of a cigarette paper the punishment of Germany. He does not differentiate between the Nazis and the other Germans—if there is any difference. If the other Germans are sent to the woodshed because they played with the Nazis they may learn what political responsibility really means. Baruch's foresight and wisdom have been acclaimed so often that no repetition can add to his reputation. But, say the onlookers—

"Barney is a business man."

He does not believe that 80,000,000 Germans can be safely compressed in a reduced territory or forced to live on turnip greens. That would make them over into a more dangerous explosive than they used to be. Subtract their manufactures from Europe and world trade will be impaired. Injure world trade and our business is hurt. Congress may adopt Baruch's point of view.

## Political Priority No. 1

THE talkers on The Hill may begin with the atomic bomb but they always close the session on President Truman. The reporters who cover his operations say

that his physical energy has them worn to a frazzle. A man who gets out of bed at 6:30, bright and happy, is hard at it all day, and repeats day after day is, in their opinion, hardly human. Some Senators doubt that he is as good a politician as he has been reputed to be.



He has a habit—they say—of acting or speaking on insufficient information. Then he has sometimes been obliged to backtrack. In off-the-record talks he was said to have expressed himself with more vigor than they like: "He could blast all he wanted to as a Senator," they say. "It didn't make so much difference."

## We're a naive people

WHEN a fighter is knocked down in an American ring, one said, the other man steps back to a neutral corner and waits for his opponent to get up;

"That's our idea of fair play."

European diplomats in a similar spot would try to kick his teeth in. We will continue to give the other man a chance, he said, because that's the kind of people we are but, as we learn how the other people play, we will guard ourselves. It will take a little time. Europeans still think we are soft because we are good sportsmen. He thinks Mr. Truman is learning fast.

## A moment in the House

MR. RANKIN of Mississippi; "In reply to the window-sill farmer from Chicago, Mr. Sabath—"

Mr. Sabath rose to a point of order. He is not a belligerent member, but he is militantly self-respecting. He never fails to go into action when challenged, although it must be reluctantly admitted that his tactics are of doubtful quality. Instead of roaring, and even walking a short distance down the aisle, proclaiming fury, as do some members, Mr. Sabath assumes an air of sadness. His crest of white hair seems on the point of moulting. His ordinarily sparkling black eyes are dimmed. Mr. Rankin hastily withdrew his indictment:

"He is not a window-sill farmer," he said. "I doubt if he would know how to farm even on a window-sill. He talks like a window-sill farmer."

That made it all right.

## Head of the rules committee

MR. SABATH isn't having as good a time as chairman of the Rules Committee as he used to have. That committee can keep bills from the floor if it happens not to like them, and, during the Roosevelt Administration, Sabath was practically supreme. His committeemen complained. Congressmen gave interviews. Mr. Sabath has the standing-pat record of all time. He simply did nothing and unless 218 members of the House signed a petition to which the House assented there was nothing any one could do about it. Nowadays his committee seems to have more or less gotten away from him. Cox of Georgia, Smith of Virginia, Brown of Ohio and other practitioners of the art of hearty debate often take the ball and run.



Onlookers are advised not to sell Sabath short. He has been 40 years in the House and he knows its ways.

## Maybe it's a sign

SENATOR Lucas (D.) of Illinois was speaking on the Kilgore-Truman \$25 a week bill:

"I definitely favor the \$25 weekly payment, but Democratic governors and Republican governors in the 48 states are unalterably opposed to federal intervention.—I am not one who will gratuitously force additional money on the states—"

Ten governors of the Missouri Valley states do not want Federal Authorities, either.

## A warm dish of secrets

WE will have an intelligence service second to none—say the anonymous sources—because Truman is solidly sold on it. While he was chairman of the then Truman Committee he often ran into situations in foreign lands about which he wished to know more. He would call for the presumable custodian



of fact in War, State or Navy:

"Give me the lowdown—"

"But there is no lowdown, Mr. Senator. We have not heard anything recently. You must remember that these people are our friends."

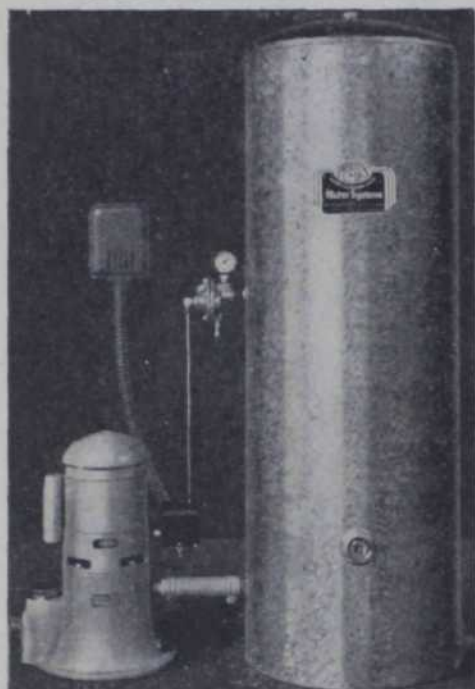
Mr. Truman used to say "bah." Now he is determined to build up a secret service that can really function. He is in no hurry about it. Some of General "Bill" Donovan's better men will be kept from the dissolving O.S.S. The F.B.I. will be called on for information and advice.

## A scientist in khaki

MAJ. GEN. Leslie R. Groves told a story that has the effect of boosting the move-



# Peerless presents the Water King PUMPING SYSTEM



## Embodies magic intracentric water-lift

Applying a revolutionary water-lifting principle, with a magic pumping element intracentrically positioned within the pump case, Peerless presents the most advanced Pumping System—the *Water King*. The pumping element is the famous Peerless Hi-Lift, ingeniously applied in simplest form. Pressure maintained automatically. Silent, smooth, non-pulsating operation. Pump can be installed over-well or off-set. Heavy-duty, capacitor type motor. 1/6 to 3/4 h.p. No moving parts below surface. Water-lubricated. No sand cutting. Streamline design. For shallow wells—275 to 1300 gallons per hour.

### Peerless JET Water System

Improved design. For deep or shallow wells. Over-well or off-set. Capacities 300 to 5000 gallons per hour. 100% automatic. No lubrication required.

Peerless Distributors and Direct Factory Representatives are located in every State. Ask for name of Distributor nearest you.



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301 W. Ave. 26

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2nd and York St. 1250 Camden Ave., S.W.

ment for more and better intelligence about what is going on in the world.

"Our agents entered the house in Germany in which whatever the Germans knew of the atomic bomb was secreted.

"This isn't the right house," one said to his mate. "This corridor should be painted yellow."

"The other scratched at the white-wash with his pocketknife.

"It's all right. It has just been painted over."

Only a mean spirit would make the comment that the British Secret Service is still reputed to be the best in the world.

It goes on between wars.

## Advice to lecture agents

GENERAL Groves is the regular Army officer who handled the scientists who made the atomic bomb. For some reason many of them were commissioned, arrayed in khaki, and were vainly urged to salute as though they were not trying to hail a taxi.

General Groves was not responsible for that. He realized that a scientist with his head full of atoms could not distinguish between a general officer and a doorman.

But our Army was hot for spit and polish during the war. It didn't get all it wanted, mind you—Americans not being heavily given to form—but the Army was in there trying.

Groves is more the business type than the Army standard. His military pants sag behind, he is bluff and hearty with a wide streak of humor, and if any agent wants a sure fire operator on the lecture platform he'd better get Groves.

The atomic bomb will be first page stuff for a long time to come.

## Bigger and cheaper bombs

ONE of the men who had something of a part in the production of the atomic bomb said the other nations might all have them before long.



"That is, those who have the raw materials. Not all of them have. But, shucks, that can be arranged. Let's not be foolish about it. Even a little

nation can get the stuff if it will pay the price."

Such a little nation, he said, once it had the materials, should be able to make a bomb for about \$50,000. A nice, big bomb, that could flatten a space about four or five miles square like batter in a skillet. If it got the jump on a big nation it could get that money back from the earrings and gold teeth in the wreckage.

## Why do we do it?

THE hero of this paragraph is one of the most eminent men in the capital. He has had a wide experience in observing international affairs. He is an old-

fashioned American and he is scared into shivers when he looks at the world:

"Is there any reason why we should not get along with Russia in the most friendly way?"

He answers his own question. "Certainly not. Russia has things to sell that we want and we make things she wants. There isn't a chance in the world that our real interests will even run cross-wise."

There is no reason, he thinks, why we should not be friendly with Great Britain forever and ever. A two-way market is waiting for both of us, we both want to trade, and we share blood, books, and language.

He thinks it is none of our business if Britain cannot get along with Russia. There would be no war between them unless we drew cards. Britain could not afford it and Russia is not aggressive.

"But," said this very—repeat for emphasis "very"—eminent man, "we are drawing cards."

## This is a new world

WHICH, somehow, recalls the fact that the sumptuous J. P. Morgan estate at Glen Cove, L. I., has been leased by the Morgan estate to the Soviet Government as an entertainment and recreation center for members of the Soviet purchasing commission.

There was a time when American capitalists and small time kings and queens were thick as quail about the place. They could be flushed without using a dog.

Dukes and the like still had a social value then, even if it was becoming difficult to cash in on them.

If memory serves, the Duke of Manchester was the last really important property to change hands on an as-is basis.

The market began to go off after the Manchester coup and almost nothing but cats and dogs were quoted—French and Italian counts for the most part, with now and then a small Balkan. Times have certainly changed.

## Notice to contractors

"BOB" HINCKLEY, head of the Contract Resettlement division, bald like an eagle, nosed something like that eminent bird, slender, full of power, wants the men who have not yet settled their contracts with the Government to get moving. Time is being wasted:

"Not much cash money is actually involved. We had \$65,000,000,000 on the books and we are settling on about a ten per cent basis. We're trying to be fair to both sides."

Hinckley is using a new idea in administration.

Instead of setting up a new organization to settle contracts he has a small overhead establishment and is asking the officials who made the contracts originally to work out terms of settlement:

"If we did it any other way we'd never get through."



# MORE FORD TRUCKS ON THE ROAD!

"We know 3,700 reasons why," says  
General Baking Company



**D**ELIVERING BREAD through most of the Central and Eastern half of the United States, General Baking Company operates 3,700 Ford Trucks out of their large number of big bakeries. You may be sure it wasn't anybody's whim, but strict cost-accounting, that put those sturdy, thrifty Fords to work in this great fleet. A General Baking Company official sums it up this way:

"We standardize on Ford Trucks because, first of all, the original cost is right. Second, Ford parts are easy to get. Third, the cost of maintenance is lower."

Those plain facts are the reasons why, year after year, official registrations show more Ford Trucks on the road than any other trucks in existence.

The advanced Ford Trucks being built today, in large quantities, bring you traditional Ford economy, reliability and stamina in greater measure than ever, enhanced by many important engineering advancements. Your Ford Dealer will be happy to tell you all about these added Ford Truck advantages.

## FORD ADVANCED TRUCK ENGINEERING MORE ECONOMY • MORE ENDURANCE • EASIER SERVICING

A STILL GREATER 100 HP V-8 ENGINE with NEW Ford steel-cored Silvaloy rod bearings, more enduring than ever in severe service • NEW aluminum alloy cam-ground pistons with 4 rings each, for oil economy • BIGGER, more efficient oil pump and IMPROVED rear bearing oil seal • NEW longer-lived valve springs • NEW improvements in cooling • NEW efficiency in ignition • in carburetion • in lubrication • Far-reaching advancements in ease and economy of servicing operations.

IMPORTANT FORD CHASSIS ADVANTAGES: Easy accessibility for low-cost maintenance • Universal service facilities • Heavy-duty front axle • Extra-sturdy full-floating rear axle with pinion straddle-mounted on 3 large roller bearings • 3 axle ratios available • 2-speed axle available at extra cost • Powerful hydraulic brakes, exceptionally large cast drums • Long-lived needle bearing universal joints • Rugged 4-speed transmission with NEW internal reverse lock.

# FORD TRUCKS



TRUCK-ENGINEERED  
TRUCK-BUILT • BY TRUCK MEN





# Goodbye **OPEN** Berth

Modern trains of the future will have no open berths. The old-fashioned curtained-berth sleeping car with all its discomforts of cramped dressing, communal noises and crowded washrooms is on its way out.

Budd has designed revolutionary new sleeping cars for post-war travel. One is the Budgette Car with 32 individual rooms (equal in capacity to the old standard 16-section sleeper). In your own room you will have a comfortable seat by day, a bed which is ready when you want it, made up before the train leaves the station. You will control your own lighting and air-conditioning—your own toilet facilities—in complete privacy.

For two people traveling together, two of these rooms may be joined by opening the door between them, by day and by night.

This is but one of many new features in Budd-built trains. Budd builds alike for your comfort and luxury and for the practical needs of railroads, which are anxious to give the public better service than ever before. New ideas and Budd engineering genius are reflected in several types of sleeping accommodations—in a surprising new reclining chair coach—in an ultra-modern diner—in observation and lounge cars of extraordinary beauty.

For strength and safety, Budd builds of stainless steel, the strongest known material suitable for railway car structures.

**EDWARD G. BUDD MANUFACTURING CO. • PHILADELPHIA • DETROIT**



Budd-Built modern sleeping cars are all-room cars—no open berths.



Budd Stainless Steel Trains cost more—but railroads find them more profitable in the long run.

**Budd**

Originators of stainless steel lightweight trains, ALLSTEEL® auto bodies and stainless steel highway truck trailers. Designers and makers of airplane and marine structures. Inventors of the SHOTWELD® system of fabricating hi-tensile steel.

\*REG. U.S. PAT. OFF.